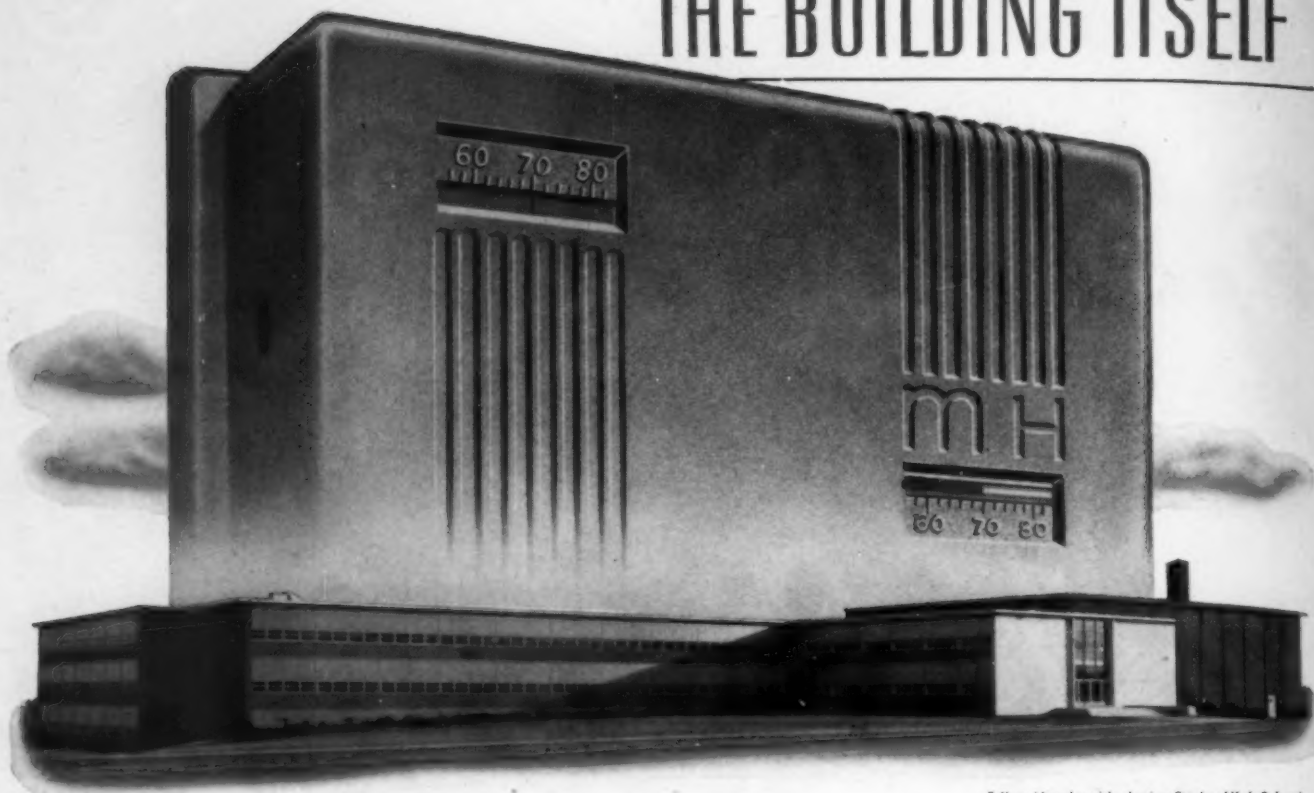




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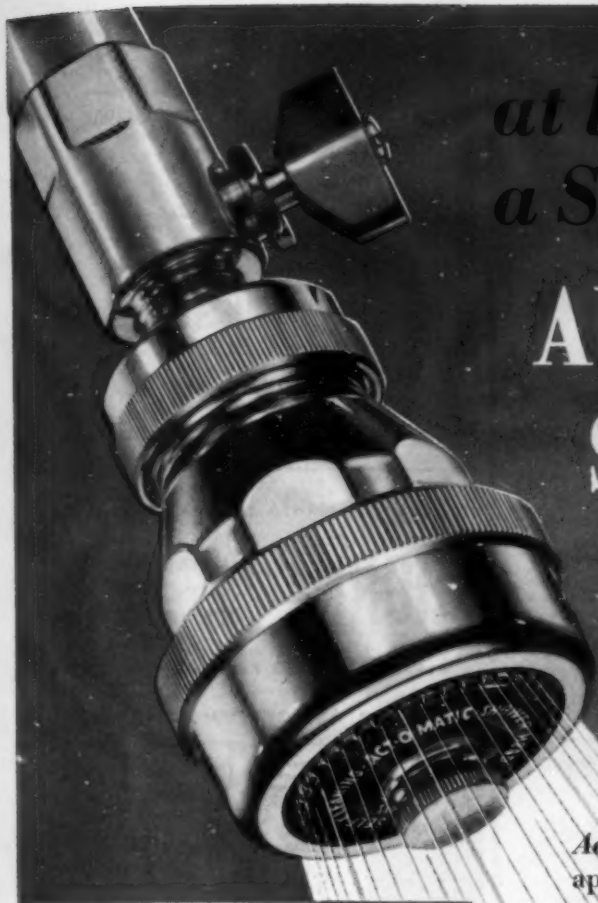
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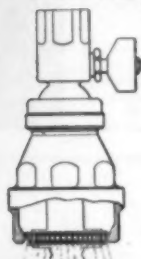
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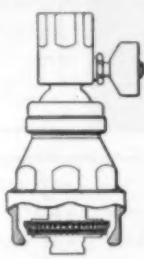
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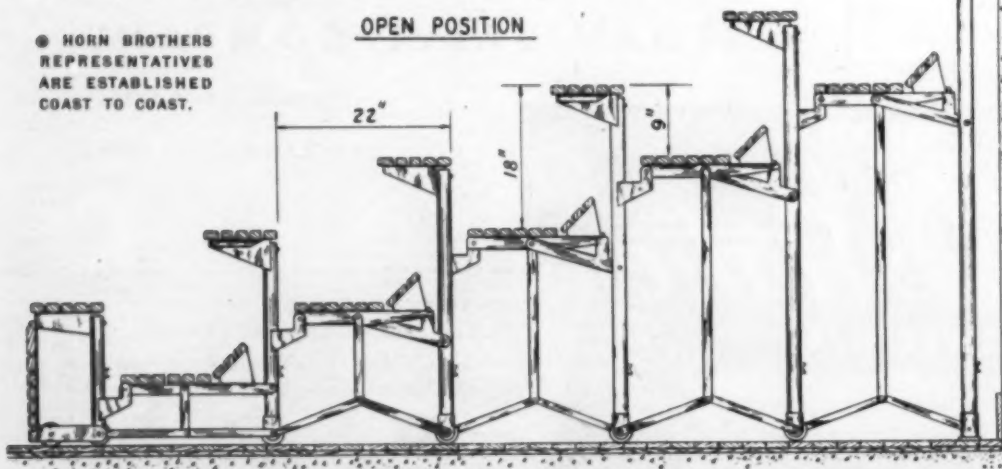
ROWS	FLOOR SPACE		HEIGHT
	IN USE	CLOSED	
3	4 Ft. 9 in.	1 Ft. 8 3/4 in.	3 Ft. 0 in.
4	6 Ft. 7 in.	2 Ft. 0 1/4 in.	3 Ft. 9 in.
5	8 Ft. 5 in.	2 Ft. 3 1/2 in.	4 Ft. 6 in.
6	10 Ft. 3 in.	2 Ft. 6 7/8 in.	5 Ft. 3 in.
7	12 Ft. 1 in.	2 Ft. 10 1/4 in.	6 Ft. 0 in.
8	13 Ft. 11 in.	3 Ft. 1 3/8 in.	6 Ft. 9 in.
9	15 Ft. 9 in.	3 Ft. 5 in.	7 Ft. 6 in.
10	17 Ft. 7 in.	3 Ft. 8 3/8 in.	8 Ft. 3 in.
11	19 Ft. 5 in.	3 Ft. 11 3/8 in.	9 Ft. 0 in.
12	21 Ft. 3 in.	4 Ft. 3 1/8 in.	9 Ft. 9 in.
13	23 Ft. 1 in.	4 Ft. 6 1/2 in.	10 Ft. 6 in.
14	24 Ft. 11 in.	4 Ft. 9 1/8 in.	11 Ft. 3 in.
15	26 Ft. 9 in.	5 Ft. 1 1/8 in.	12 Ft. 0 in.
16	28 Ft. 7 in.	5 Ft. 4 1/8 in.	12 Ft. 9 in.
17	30 Ft. 5 in.	5 Ft. 8 in.	13 Ft. 6 in.
18	32 Ft. 3 in.	5 Ft. 11 3/8 in.	14 Ft. 3 in.
19	34 Ft. 1 in.	6 Ft. 2 3/8 in.	15 Ft. 0 in.
20	35 Ft. 11 in.	6 Ft. 6 1/8 in.	15 Ft. 9 in.

*Dimension includes 4 1/2 in. space between top seat and wall.
some as closed. For Bleachers higher than 20 Rows write for complete details and dimensions.

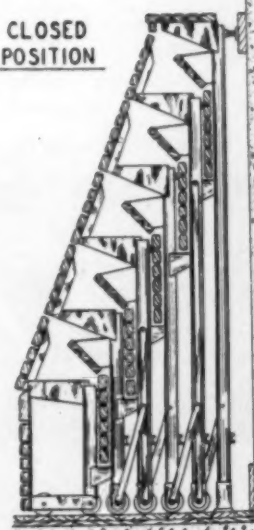
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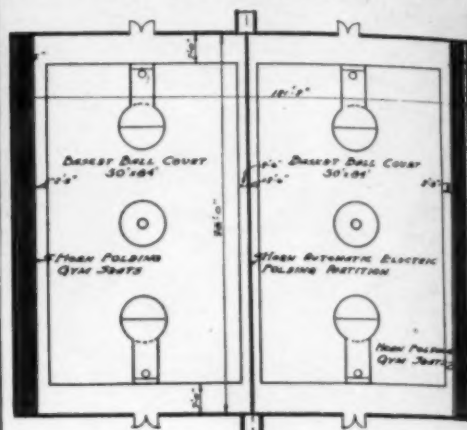
OPEN POSITION



CLOSED POSITION



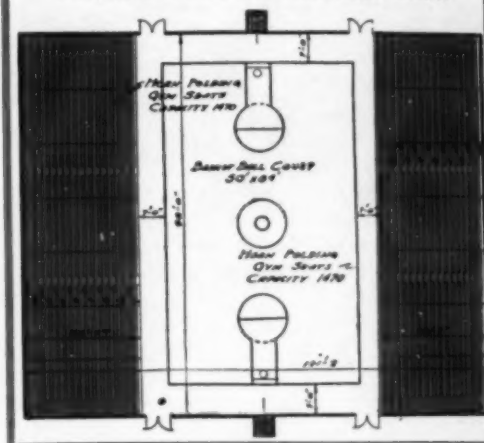
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Vol. 8, No. 4, April 1950

April 1950

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Among the Authors



B. P. Taylor

BERNARD P. TAYLOR, vice president of Westminster College at Fulton, Mo., tells on page 22 the factors that should be carefully considered in the successful cultivation of donors. He has had considerable experience in the field, having been responsible for directing more than 10 different university fund raising programs. He is a former national director for alumni funds of the American Alumni Council. During the last three years he has been directing the only workshop course for academic credit that has been offered in the summer by New York University. A prolific writer, he has a vast number of magazine articles to his credit.



R. P. Ludlum

ROBERT P. LUDLUM, president of Blackburn College, describes on page 24 the work program for students at the college and the way it has made it possible for students to receive a college education who might otherwise be denied it. Prior to accepting his present appointment, Dr. Ludlum was vice president of Antioch College at Yellow Springs, Ohio. His previous teaching experience included that of being a faculty member at Texas A. & M. College, Cornell University, and Hofstra College. He reports cooperative authorship of a book with two others and has recently had magazine publication of some of his writings.



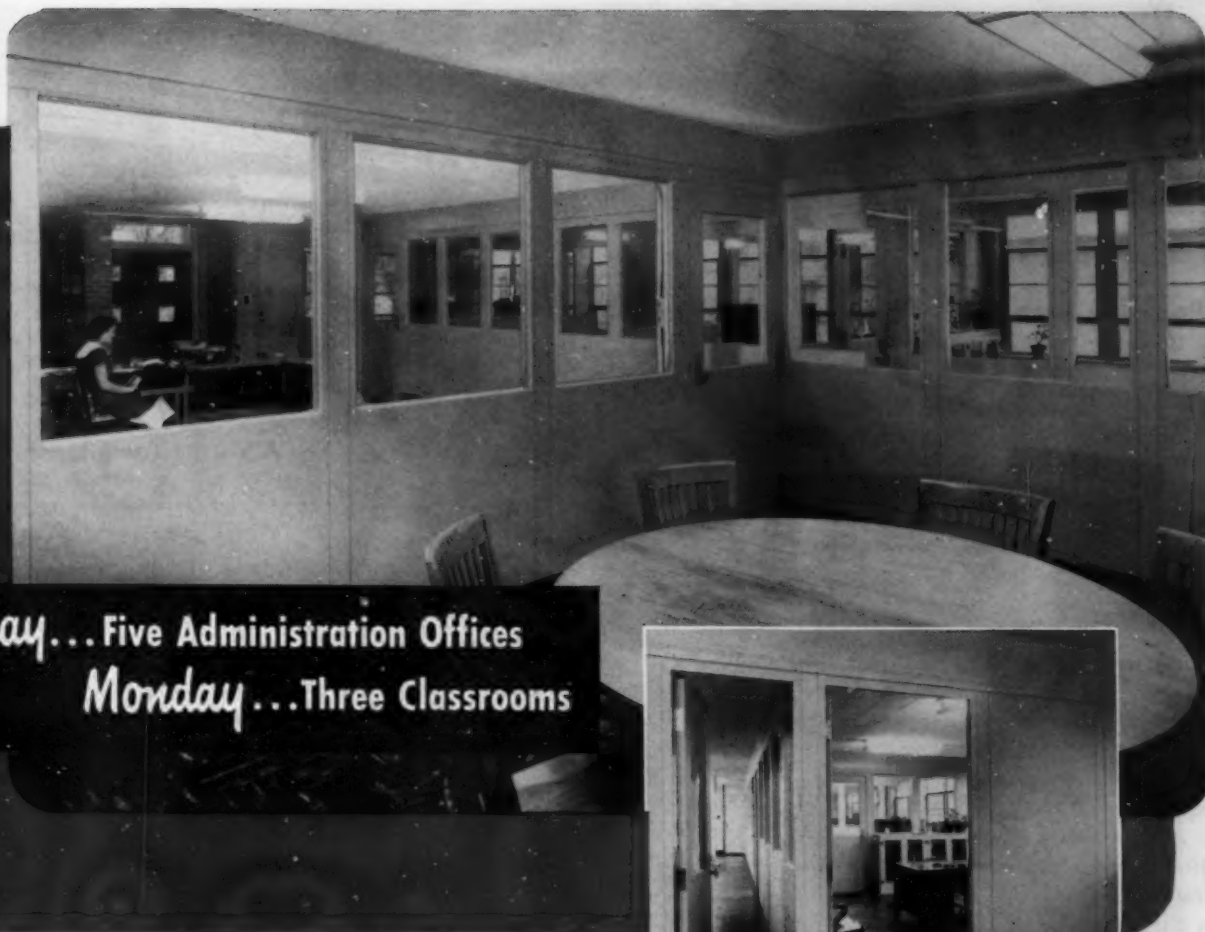
M. A. Rauh

MORTON A. RAUH, business manager of Antioch College, suggests some of the matters that should receive careful consideration in planning an insurance program for a college in his article beginning on page 28. His knowledge of insurance was acquired during 10 years as partner in an insurance brokerage firm. He has been in college administrative work since last August. He has done considerable graduate work in physics, as well as writing and publishing of technical literature. . . . ELWOOD H. OLSEN, business manager and treasurer of Morningside College, describes on page 30 the construction details of the new gymnasium and field house at his institution. Before World War II he was an attorney for the United States Department of Justice, and during the war served as a fighter director officer on an aircraft carrier in the South Pacific.



J. B. Culpepper

J. BROWARD CULPEPPER, dean of student welfare at Florida State University, on page 41 discusses the student personnel program that has been initiated there under his direction. He has been a university professor, a supervising principal of city and county schools in Florida, and during the war was the naval officer in charge of the V-12 program in the Third Naval District. He has been at his present post since 1947. Though an author of a book, he does have his lighter moments as a gardener and fisherman.



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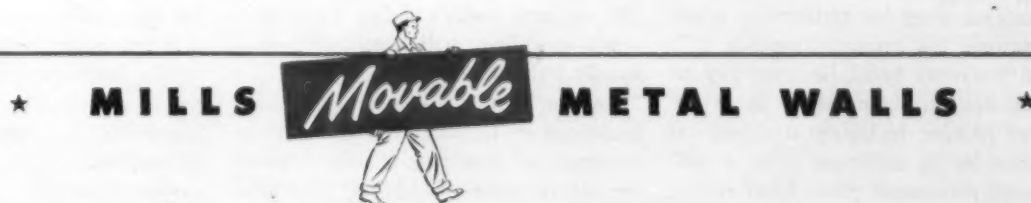
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Questions and Answers

Portable Bleachers

Question: What improvements can we make in outdoor installations of portable bleachers in order to reduce the deteriorating effect of weather?—D.T., Mich.

ANSWER: First, we lay lines of creosoted plank 6 inches wide by 2 inches thick parallel with the seats. A line of these planks is laid for each row of "A" frames and at the point where the riser joins the steel cap. The advantages of using this additional member, the cost of which I do not consider to be prohibitive and which I have not seen advocated by the manufacturers of portable bleachers, are:

1. The unevenness of the ground is equalized.

2. The hazard represented by a condition of the area on which the "A" frames rest, resulting from heavy rains, is eliminated.

3. The underside of the ground stringers resting on these planks does not deteriorate as rapidly as it would if the member were laid on the ground.

4. A maximum of construction security and a minimum of collapse hazard are achieved. —RALPH J. WATTS, *business manager, Lawrence College.*

Taxable Income

Question: Does a retired staff member of a university have tax exempt income for that portion of the annuity paid for by the university? As we understand it, the remainder of the annuity paid for by the individual constitutes taxable income in accordance with Section 22 (b) (2) of the Internal Revenue Code.—B.C., Wash.

ANSWER: You are correct in your interpretation. That portion of the annuity paid for by the university does not constitute taxable income to the employee at the time the amount is credited to his retirement annuity contract. It is, however, in effect, subject to taxation after his retirement, when he matures his annuity contract.

On the other hand, he must pay an income tax on all his salary as of the year of receipt, including that portion deducted by his employer under a contributory retirement plan. After retire-

ment, that portion of his retirement income purchased with his own funds is not again subject to tax. (Section 22 (b) (2) of the Internal Revenue Code.)

It would be to the advantage of the employee if he could defer the tax on his portion of the retirement annuity contract premium until after retirement, since he would be in a much lower tax bracket. You will recall that this is a point under discussion in the public press in connection with the controversy between the steel industry and the union on the question of contributory *v.* noncontributory pensions. The suggestion has been made that the Internal Revenue Code be changed to permit an employee to claim a tax deduction for his portion of the cost of a contributory pension plan.—T. E. BLACKWELL, *treasurer, Washington University.*

Replacement Reserve Funds

Question: Our board of trustees says that our institution should establish depreciation and equipment reserve funds to take care of replacement cost of obsolescent facilities. My position has been that this is not necessary, except where income producing buildings or facilities are involved. Am I right?—B.L. Ill.

ANSWER: Depreciation and equipment reserves should be established only when the college decides that it is practicable as well as wise to curtail or abstain from present spending in favor of future spending. From the standpoint of practicability, the budget, including the provision for the reserve, should be balanced. Only in this way will liquid funds be set aside for future use. Whether it is wise to establish a reserve is obviously a question to be answered by those who are informed as to the educational objectives and the financial circumstances of the institution. The final decision probably will turn on the question put in this way, "If we save today's dollar for tomorrow's spending, will tomorrow's gain justify today's sacrifice?"

In the case of income producing buildings or facilities representing investment of borrowed funds, reserves for depreciation should be provided.

It is not a necessity to establish other reserves, but it may be wise to do so. —BOARDMAN BUMP, *treasurer, Mount Holyoke College.*

To Whom Responsible?

Question: To whom should a director of a centralized personnel system report—to the president or the chief business manager?—D.B.T., N.M.

ANSWER: No categorical answer can be given to this question, since conditions of internal organization differ strongly in various institutions. In general, however, it is better that the report be made to the chief administrative officer.

Quoting B. W. Ames of the University of Florida at a recent meeting of southern university business officers: "In such matters as budget control and the initial steps in pay roll operations, personnel administration is an integral part of the business office; but in such operations as recruitment, working conditions, uniform vacation and sick leave policies, employee grievances, job classification, and testing which are university-wide, personnel administration is the tool of the chief executive." This university-wide application of policies and procedures that go far beyond those in the fiscal field seems to be an important reason for having the department head report to the president.

A second reason, equally important in the development of a new program, is that the prestige and authority of the top administrative office can be helpful in gaining acceptance for something that had not previously been part of the administrative pattern on the particular campus.

Finally, when it comes to matters of negotiation and agreement with employee groups, questions are frequently raised with institution-wide implications that can be answered only by the chief executive.

From every point of view, then, it seems best that the personnel director be responsible directly to the chief administrative officer.—DONALD E. DICKASON, *director, nonacademic personnel, University of Illinois.*

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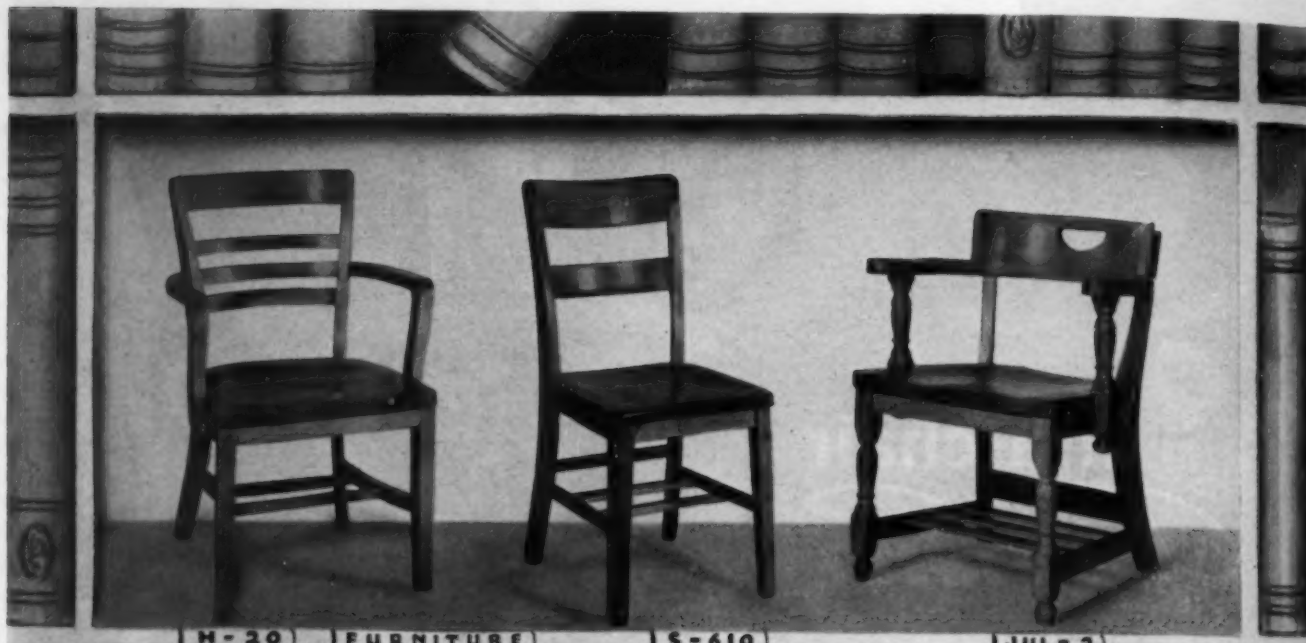
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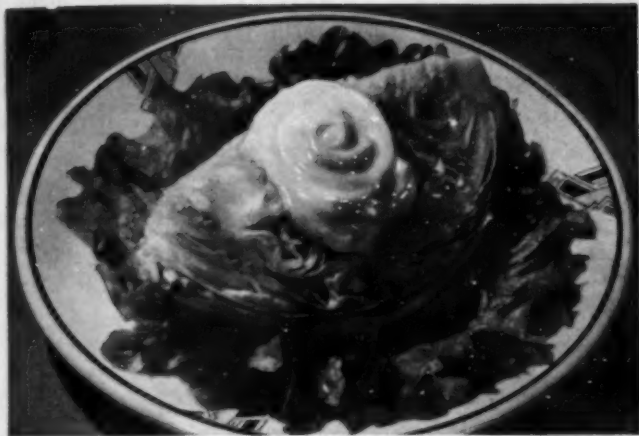
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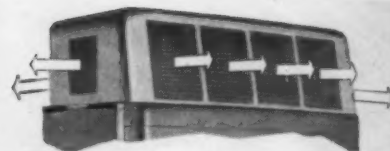
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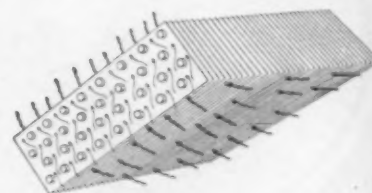


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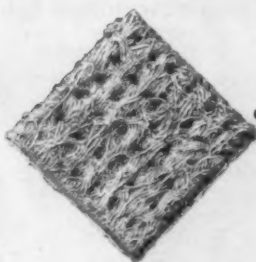
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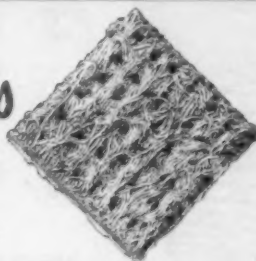


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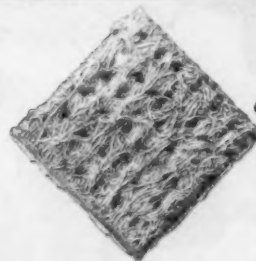
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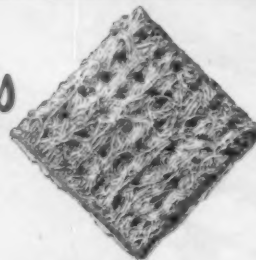


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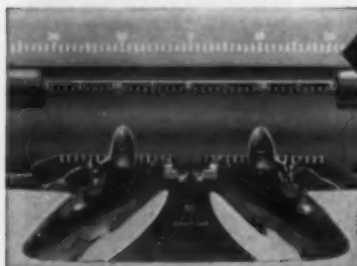
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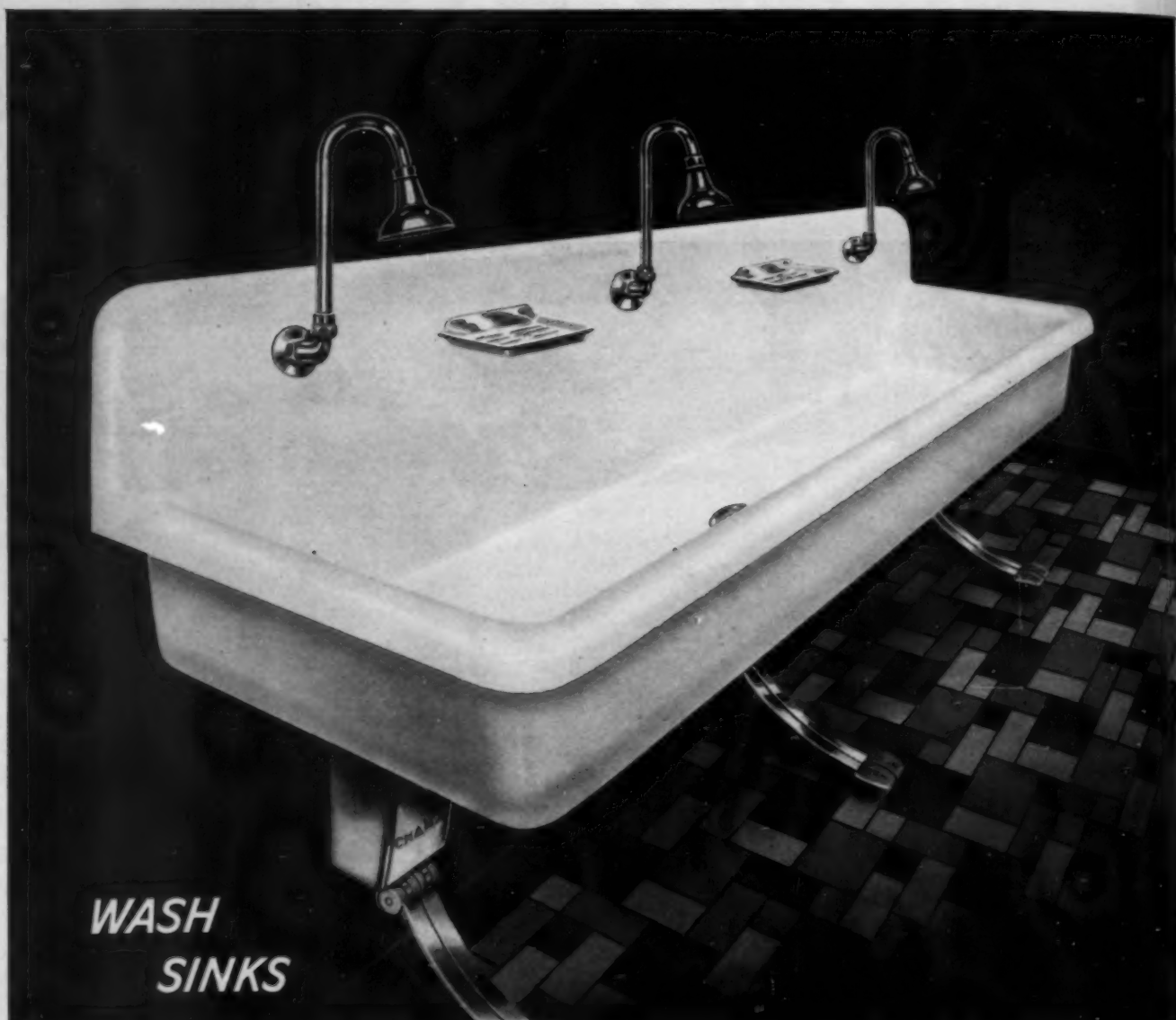
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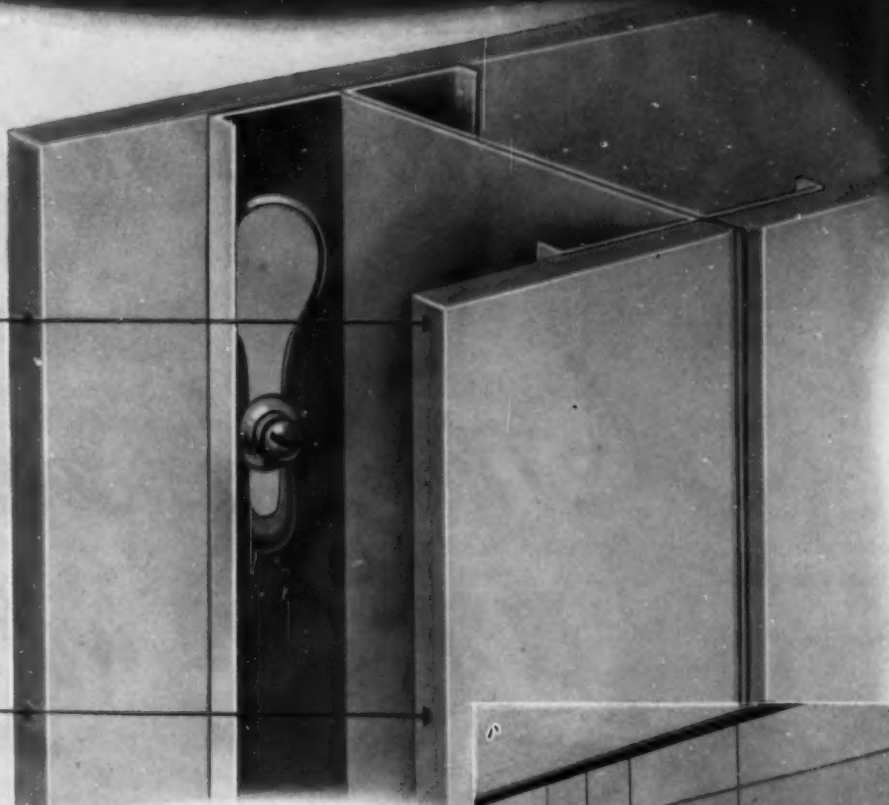
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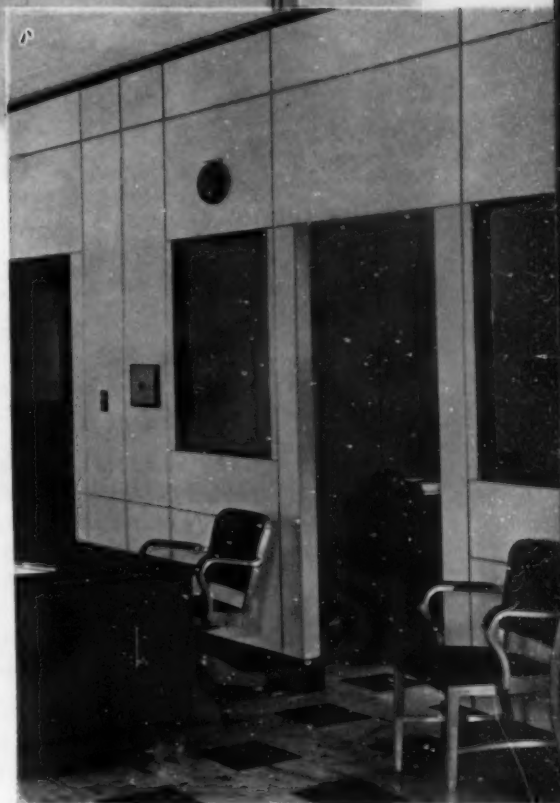
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FOR BETTER COOPERATION BETWEEN ADMINISTRATION AND FACULTY

GUY E. SNAVELY

Executive Director
Association of American Colleges



PRIMUS INTER PARES. ALL ADMINISTRATORS WOULD do well to aim at such an ideal. Ever should a college president aspire to be proud that he is an equal of his colleagues on the faculty. Never can an administrator honestly or honorably put himself in the position of being a more important person for the welfare of the college or university than those who render faithful and satisfactory service as instructors. Progress prevails when faculty and administration work as a cheerful team, without friction, jealousy or bickering.

Many persons, particularly among those in the teaching profession, develop inferiority complexes. When they notice a colleague of about the same age, education and experience called to an administrative post like deanship or presidency, they are stricken with pangs of jealousy. They fail to realize that in most cases those selected have shown an aptitude and a flair for handling details and making prompt decisions. Most critics of those in authority in collegiate circles would be bored to death with business details and the necessity of making up their minds immediately on debatable decisions. The same individuals will likely be more critical even when a president is chosen not from their own colleagues but from the business world or a profession like law, medicine or the ministry.

Of course, sometimes these attitudes are justifiable. A colleague advanced to authority may let his own inferiority complex become so exaggerated that he seems to have a superiority complex. A good executive is so busy and so anxious for success that he has not the time or desire to assume any "better than thou" attitude. He will be misunderstood, often understandingly so, and at times make real mistakes, promptly seized upon by ready critics. If he is sincere, he will continue to be humble.

Many an administrator occasionally will sigh for the "easier" life of a teacher, particularly when he is overwhelmed with business problems complex and perplexing. The fair minded colleague will feel sym-

pathetic rather than envious of a neighbor who has assumed presidential office. A professor who loves his profession will crave freedom from executive duties in order to succeed in leading youth to love learning and attain distinction therein. Some professors will rejoice in the absence of depressing details of administration in order to revel in research with rewarding results.

A helpful esprit de corps easily can be developed by an occasional meeting of trustees with faculty members. While president of a college of 1000 full-time students, I arranged an annual dinner to which all trustees and faculty were invited. By an intermingling of both groups in the seating arrangement good will was readily engendered on both sides.

Most promising for better cooperation is the policy of frankness on the part of the administration in dealings with the faculty. One evidence of a lack of frankness will leave a spirit of suspicion among the staff. Never will I forget my own distress in trying to balance the college budget at the height of the depression of 20 years ago. After a thorough study of the financial situation with the college bursar, I found there would be no annual deficit if I accepted a 20 per cent reduction in salary, if those of professional rank took a 10 per cent deduction, and if the rest had a 10 per cent "cut." At a specially called faculty meeting the bursar wrote the figures on the board for all to note. Questions were invited. After a number were put and answered satisfactorily, the faculty voted to adopt the system of "cuts" recommended, and quite apparently in good spirit. By careful economy the following year the agreed upon reductions were cut in half, and thereafter there was a return to the normal faculty scale.

Frankness and fair play will bring fine cooperation. The welfare of both groups and the advancement of the college or university depend on such cooperation. If all members of the staff pull together the college will continue to shed a brighter light in a darkling world.

Looking Forward

Democracy's College

COLLEGE ADMINISTRATORS OWE IT TO THEMSELVES TO read books that bear on the business of higher education. "Democracy's College" by John S. Diekhoff, published by Harper & Brothers, is a new work that merits thoughtful study.

Professor Diekhoff makes a strong plea for the expansion and strengthening of colleges at the local level. He feels that the "community college" is able to serve a student in a way that promises the maximum achievement of potential as far as a vast majority of students are concerned. The financial support of the college by the local community he considers to be less of a threat to the institution than if the federal government were to become a potent factor in its financing.

For one who is interested in a careful presentation of some contemporary problems in higher education, the chapters on "The Control of Public Colleges" and "The General Function of the College" will stimulate thinking. Professor Diekhoff exhibits genuine concern regarding the acceptance of federal aid for colleges as he states that "concentration of powers when in the hands of the central government results in dilution of the responsibility of the individual citizen." He adds that "the danger of federal aid to schools is the danger of monopoly, which is dangerous whether public or private."

In discussing the function of colleges, he makes a strong plea for general education as he observes that "a general education as a whole . . . is part of the preparation of a man not only for his duties as a citizen, not only to earn a living, not only for recreation, but for all the other worthy activities of a human being as well." He is sharply critical of the academic fare of many colleges that carry such a specialized vocational emphasis that the student is compartmentalized rather than considered in the whole as a responsible member of society and educated accordingly.

The Man and the Job

MUCH OF THE SUCCESS OF A MAN'S CAREER CAN BE SAID to be that of being at the right place at the right time. Coupled with that truism is the observation that being prepared to accept the additional opportunities and responsibilities presenting themselves is also part of the picture.

If we judge by the variety and extent of mail dealing with employment opportunities that has been crossing the editor's desk recently, there will be many new faces in college administrative positions next fall. Promotions are being

reported, new positions created, and expansion of existing departments is taking place.

It behooves college administrative personnel to re-evaluate their training and skills from time to time. How many of them establish for themselves a program of additional study and self-improvement? Do they take advantage of training sessions, institutes and short courses that will aid them in becoming better college administrators? Are they achieving professional standards in their work?

If these questions cannot be answered affirmatively, it's time for the would-be administrator to do something about it. Additional training is not a guarantee of professional advancement, but it seldom can be considered a hindrance. Depending for career improvement on the basis of "playing politics" is at best a risky business, as it has a way of confounding its practitioners.

Poor Business

ONE OF THE COLLEGE PRACTICES THAT IRRITATES PARENTS of prospective students is the matter of advance admissions fee deposits. The crowning insult is to refuse to refund a substantial advance payment when the student is deemed to be unacceptable because of either a poor academic record in high school or some comparable disqualification.

Most parents do not object to payment of an advance deposit after they have received assurance from a college that their offspring will be admitted. Such payment tends to guarantee that the student will put in an appearance at the fall registration. To refuse a refund after the applicant has been rejected as a student is somewhat analogous to an insurance company's refusal to refund an advance premium payment on a policy if subsequent examination of the applicant indicated he was not insurable according to the company's standards. It's poor business, and worse public relations, when a college follows such a practice.

Some college administrators will contend that such a practice is justifiable because of the expense of processing prospective students' applications. This is sophistry, to say the least. Expenses are incurred after acceptance of a student and the resulting contracts that must be made for housing, food service, and supplies. Prior to the time of acceptance, however, the institution's admissions committee is merely performing the function it was designed to do; a "yes" or "no" response to an applicant hardly justifies financially penalizing the parents whose son or daughter is not accepted for matriculation. Persons handled in this manner have a way of spreading the story.

Must there be another **RESIDENCE HALL . . .**



Acme

NO, THERE NEED NOT BE ANOTHER college residence hall fire, but unfortunately there *will be* another, perhaps many more fires in college residence halls!

The problem that we, as college administrators, must face is that of taking the necessary precautions so that even if there is another fire there will be no further loss of life! This can be done and will be done either willingly by the colleges or under compulsion by public opinion and governmental authorities. The speed with which we attack and solve the problem largely will determine whether or not we shall be able to take the required action on our own volition.

The fire record of schools has taken a serious turn in recent years. A large number of fires have occurred during the daytime, and because of the emphasis placed on fire drills there has been little loss of life. Within the past few years, however, there have been a

From an address given before the 37th National Safety Congress, Chicago, October 1949.

. . . **FIRE**

JOHN J. AHERN

Director, Fire Protection and Safety Engineering
Illinois Institute of Technology

number of serious fires in residence halls and in fraternity and sorority houses resulting in a serious loss of life.

None of us should feel smug or point the finger of scorn at those unfortunate institutions that have suffered these catastrophes. It could just as well have been any of us. We all are faced with the same problem and almost without exception are not physically prepared to cope with it. Only chance has kept us from the same fate, and we must act quickly before our luck runs out.

The problem is a serious one. Relatively large numbers of students are

sleeping on the upper floors of residence halls, fraternity and sorority houses. At this point tradition steps in and deals us a blow below the belt. The traditional type of school building that we have inherited from the last century and early part of this century *was built to burn and burn quickly!*

The usual building has a large open central stairway that lends an air of spaciousness and grace to the first floor and quickly turns into a raging torrent of fire and smoke conducting these killers to the upper floors. There the occupants are trapped in their rooms because each corridor has been converted into a smoke filled death cham-



Student descending on a rope-sling emergency escape from an 85 foot ladder in fire drill at the Cincinnati Conservatory of Music.

ber. This traditional building also has an attic under a wood roof that bridges division walls and serves as a means of spreading fire rapidly across the entire structure. This is made even more serious by the practice of using the attic space as a part of the air circulation system.

The typical plan includes exhaust vents from each room that empty into the attic, thus ensuring that any fire anywhere in the building quickly will involve the attic and roof. This typical plan frequently includes a means of recirculating air from the attic back through the hot air ducts, which of course means a more rapid spread of smoke and gases. The picture is made more gloomy by inadequate emergency exits, lack of automatic alarm systems, and complete lack of, or at best nonstandard, watchman protection. This situation, general throughout the country, is not peculiar to any

one institution. Parents making a great sacrifice to send their children to college rightfully expect that we in the colleges will protect them at least as well as they have been protected at home. Our moral responsibility is clear and we cannot evade it.

Vertical Openings. In analyzing the problem presented, two features stand out from the rest. They are the presence of unprotected vertical openings and lack of automatic alarm systems. The combination of these two deficiencies is the major factor in the large loss of life in residence hall fires. This combination also has been the prime factor in the loss of life in recent hotel fires. The tragic aspect of it is that all vertical openings can be protected if there is a real desire to do so.

I purposely did not mention exit facilities as the No. 1 factor in this problem because experience has shown that

an unprotected vertical opening not only spreads fire, smoke and hot gases, but also cuts off access to fire escapes because the corridors are quickly filled with smoke and hot gases. This was one of the tragic lessons of the La Salle Hotel fire in Chicago. Guests who left their rooms to reach the fire escapes perished from carbon monoxide in the corridors.

What this means is that we must take another look at our residence buildings and not be misled by the presence of fire escapes, iron ladders, ropes or other means of emergency exit. They are largely worthless if we also have unprotected stairwells because the students will never reach the exit facilities.

It would be more serious if this were an impossible problem to solve, but actually it is simple. Even in our oldest buildings the stairways can be enclosed with either a metal lath and plaster type of partition with good self-closing doors or the more ornamental type of wired glass in metal frame enclosure.

There has been a development in prefabricated movable steel walls, which are easily adapted to stairway enclosures. These partitions are composed of 18 gauge steel panels filled with rock wool insulation, the entire assembly being supported on interior metal posts. In a recent survey of a typical fraternity house it was found that a three-story stairway could be enclosed with these movable partitions for approximately \$1500. By starting the enclosure at the head of the stairs at the second floor level, it is possible effectively to slow down the fire at the first floor level without destroying the grace and beauty of the stairway on the first floor.

A treatment of openings as outlined here will not provide a completely fire-safe building, but it will slow down the progress of the fire and smoke long enough to enable the students to reach the emergency exits provided.

Fire Alarms. Obviously the best type of alarm is an automatic alarm system covering all parts of the building that, in addition to giving an audible signal sufficiently loud to awaken all occupants, transmits an alarm to fire department headquarters. This type frequently is difficult to provide in the smaller communities.

However, there are a number of excellent simple alarms that can be used effectively to protect the occupants of

residence halls. The greatest tragedies always occur at night when the occupants are asleep on the upper floors. A fire starting in the basement or on the first floor will attain disastrous proportions before anyone is awakened.

A simple effective system covering all portions of a typical fraternity house can be installed for under \$800. However, the alarm circuit must be under continuous electrical supervision so that any disarrangement will result in a trouble signal. A reliable power supply also is important to the satisfactory operation of any alarm system.

Exit Facilities. After the occupants have been awakened by an automatic alarm and because vertical opening protection has slowed down the progress of the fire for that fateful few minutes that spells the difference between life and death, those aroused will seek the emergency exits.

The best emergency exit is a fire resistive stairway enclosure leading to the outside, but because our traditional campus buildings are not so equipped we must rely on outside fire escapes, a poor substitute for a standard enclosed stairway. However, in our old buildings outside fire escapes are our only alternative.

There are a few key points that must be considered to prevent an outside fire escape from being converted into a gigantic griddle on which its unfortunate occupants may be roasted. While the fire escape itself is incombustible, it is not fire-resistive nor does it protect its occupants from flames, heat or smoke belching out lower windows. The most desirable fire escape is one that leads directly away from the building at each exit door. Escapes that come down the side of the building usually are made useless by flames and smoke pouring out lower windows. Usually, people will not be using the escape unless there is fire on the lower floors. If so, it may be near the escape. Consequently, each door or window opening within 10 feet of a fire escape should be looked upon as a potential blast furnace ready and eager to consume victims on the fire escape in its vicinity.

To alleviate this condition, all such openings should be glazed with wired glass in metal frames that will hold back the flames and smoke long enough for the building to be evacuated. In addition, access to the fire escape should be through doors that swing outward and that are equipped

with panic latches. Double hung windows should never be used for a fire escape exit. All emergency exits should be marked plainly by lights on a separate circuit. If access is through a room, provision should be made for easy entrance in event of an emergency.

Fire Drills. Fire drills are an integral part of a life safety program. They are particularly important in residence halls as the element of panic is greater when people are suddenly awakened and confronted with an unexpected situation. A few drills will overcome this tendency and make the speedy evacuation of the building a routine matter under any circumstance.

Extinguishing Devices. Automatic sprinklers provide the best protection because they combine both automatic detection and automatic extinguishment. Few schools, however, have seen fit to make the expenditure required to install these systems.

GENERAL INFORMATION

A good extinguisher program is a real asset when handled in a realistic manner. The following general comments may be useful.

1. Most fires in school properties involve class "A" materials or are fires in ordinary combustible materials, such as wood, paper and cloth. Water is the best extinguishing medium for this type of fire. It can be applied by means of a simple pump tank, a soda-acid extinguisher or a water type of extinguisher in which the liquid is expelled by means of a carbon-dioxide cartridge.

2. Class "A" extinguishers are needed throughout the residence buildings with the exception of cooking areas. In the kitchen carbon-dioxide or dry powder extinguishers are most practical.

3. Extinguishers by themselves are useless. They are effective only when the fire is in its incipient stages, which means that the occupants of the room or building are the ones you must rely upon to use them. Girls may have a difficult time removing a heavy extinguisher from a wall hook and using it. Since extinguishers of all types are tricky to handle, the occupants of each residence hall should be given a demonstration of the extinguishers in their building. They not only should watch but should be allowed to handle the extinguisher and use it in practice.

Fire Causes. The foregoing has dealt with features peculiar to residence halls

and has been concerned with action after a fire starts. It is more important to prevent a fire than to extinguish or escape it. Residence halls have all the usual fire hazards of heating, lighting and power equipment, and adequate standards covering these features should be rigidly enforced.

Two additional hazards are somewhat peculiar to residence halls and they should be given special attention. The first is smoking. Since we recognize that it will be done, care should be taken to provide safe receptacles and, if possible, to restrict it to those sections of the structure with the least amount of combustible furniture and finish. The second hazard, and one responsible for many residence hall fires, is the use of hot plates or other substandard heating devices, plus excessive use of electrical extension cords. College administrators must face the fact that students will have their midnight snacks. They can do it by using standard kitchen equipment in safe surroundings with the school's blessing, or they can place an electric plate on a suitcase in a clothes closet and set the stage for a fire. The choice is up to the administration.

I am afraid that I have painted a gloomy picture of the life hazard in college residence halls. If so, it has been entirely intentional.

Aware of the budget difficulties that hamper educational institutions and realizing that improvements come slowly, I suggest an orderly attack on the fire hazard problem. The immediate and minimum program would be to enclose all vertical openings and install an automatic fire alarm. This can be carried out as described for less than \$2500 in most fraternity houses or residence halls of comparable size. The next step is the provision of additional emergency exit facilities. From this point on we can consider automatic sprinklers and, of course, the eventual replacement of these structures with fire resistive buildings.

Each night we are sending the sons and daughters of trusting parents to the upper floors of structures that easily can be converted into fiery tombs! Unless we provide the minimum safeguards outlined, we can rightfully expect the parents' wrath to bring down a wave of restrictive legislation that easily could cripple our campus housing program.

Yes, there may be another college residence hall fire, but there need not be a single life lost!

THE COLLEGE DOLLARS SPENT ANNUALLY on the cultivation of prospective donors would build a large sized college and endow it. This investment of college funds to get funds has become a major item in the college budget. It is no wonder that college and university business officials want to know more about the processes involved in fund raising.

A business manager knows how many students he has to feed and what his costs will be. When he buys a boiler, he has a fairly accurate estimate of the tons of coal required to produce a given number of Btu. He even can predict the average return on the college investments with some assurance. But, alas, there is no slide rule to tell him whether \$1200 spent for a beautiful brochure will bring in thousands of dollars or will "lay an egg." This expenditure he must take on faith. In some way or another he hopes the investment will expedite the raising of future dollars.

There is probably no operating expenditure that seems to be more of a gamble than money spent for the cultivation of prospective donors. As a matter of record, few capital gift campaigns, alumni funds, or long-term development programs fail to raise sufficient income to pay for themselves. This is true even in the case of ill conceived or badly managed efforts. In the strict sense, such an investment is not a gamble. The original appropriation rarely is lost. The element of chance is in the amount received in excess of the cost. That hundreds of millions of dollars have been won to the cause of higher education is ample evidence that some colleges are increasing their resources through planned cultivation.

The question, "Are prospective donors properly cultivated?" is all but a rhetorical one. Those colleges and universities that are the most successful in increasing their resources through effective programs of development would be the first to admit that their prospective donors are not adequately cultivated. They know from experience that for one gift received, 99 others anticipated do not materialize. Until psychologists and statisticians develop foolproof formulas for predicting human reactions, there is no way to tell accurately whether we are cultivating prospective benefactors enough or not.

A college or university can justify its program if it is increasing its re-

Are **DONORS** properly cultivated?

BERNARD P. TAYLOR

Vice President, Westminster College
Fulton, Mo.

sources in reasonable amounts, even though there is no precise way of determining at what percentage of efficiency the program is operating. A guess would be that the percentage is low since we must still deal with human unpredictability.

As important as the question of cultivation may be, it is only one of several essential factors in college and university development. It cannot be divorced from the others. These are as intricately balanced as is a molecule. Change the weight of one atom and you are likely to get an entirely different result.

YIELD DEPENDS ON MANY THINGS

Cultivation alone cannot do the job. The simile from which the word is drawn implies soil, seed and harvesting. The more fertile the soil, the better the seed, the more assiduous the harvesting, the greater will be the yield, provided the cultivation has been adequate. One man's "back forty" is not his neighbor's. Each must sow his seeds in the soil and climate that promise to be the most productive. The character of the soil will indicate the amount of cultivation required. A list of important names is not necessarily a roll of prospective donors. But hospitable soil promises a greater yield with less costly cultivation.

The type of seed dictates the character of the soil. The case of a college or university limits the extent of its appeal. If the case includes a variety of human services, it will have an appeal to many groups and individuals. For example, the services of the University of Chicago in education, research and science are so extensive that one or more of these services should appeal to a great number of individuals, groups and corporations.

An excellent illustration is the current appeal that Chicago is making in support of its tremendous program in the field of nuclear studies. This appeal is being directed to men in industry. But those who believe that our future depends upon developing Christian leadership through the small liberal arts college are, in general, prospective benefactors of such colleges as Haverford, Knox, Westminster, Wesleyan and a host of others with comparable programs. Industrialists, businessmen and corporations find engineering institutions like M.I.T., Illinois Tech, and Cal Tech to their liking. Supporters of medical research are natural prospective donors to universities like Johns Hopkins, Northwestern, Harvard and others of their kind. They leave Berea and Antioch to those who believe that self-help develops self-reliance in the student.

Specific instances, though, seem to repudiate the general rule that the interests of an individual must coincide with those of the institution if he is to become a potential donor. There seem to be many exceptions. A New York financier wills his estate to a college for mountain whites. A Jewish industrialist from the North endows a Negro college in the deep South. A midwest businessman who never attended college gives a residence hall to a great eastern university.

President George S. Benson of Harding College, Searcy, Ark., has had wide success in raising funds from industrialists. Has it been for the training of engineers or for industrial research? Far from it. Gifts have been made for the abstract purpose of teaching the young men and women of Arkansas "the American way of life." And Jefferson Military College

Cultivation may be defined as the process of demonstrating to a prospective benefactor that his profound interests agree with the aims and services of the institution to such an extent as to create in him a desire to support the institution and its work. This article contains no magic formula, but step by step it leads one from the period of cultivation to the final harvest

in Mississippi courageously turned down an offer of a gift of a reputed \$50,000,000 from a capitalist whose singular purpose is the maintenance of white supremacy in the South.

These instances hardly change the rule. In each case it was the extraordinary interest rather than the obvious one that induced each of these individuals to become a potential donor of the particular institution. It is logical to assume that the graduates of a medical school are interested in providing adequate research facilities for their college. At the same time, a layman who has lost a brother through cancer may have an impelling interest to provide research facilities for the study of cancer. In both of these cases, the interests run concurrently with those of the institution. Both the general rule and these specific examples indicate what is meant by "hospitable soil."

In general, a prospective donor's interest coincides with those of the groups with which he is associated: occupational, social, religious, cultural or patriotic. But his interest may be more intense in one particular group. Unlike the corporation or foundation where benefactions are controlled by defined policy, the individual may be motivated by emotion and instinct. Personal experiences play a singularly important rôle in the development of his interests. Loyalty to some friend and his interests may be a strong motivating factor.

It is not the purpose here to discuss the psychological factors that motivate giving. The important point is that the creation of a list of prospective benefactors is not office routine. It is a highly complex procedure involving careful evaluations from general group interests to specific interests of individuals. It is a process that indicates

who are prospective benefactors and by what means they are to be cultivated. It is also a continuous process of adding, screening and eliminating that goes on simultaneously with the cultivation. The cultivation mechanisms must be so devised that they follow the same pattern, moving from the cultivation of large groups to specific individuals. Wishful thinking is an expensive luxury. We can better understand whether prospective donors are being properly cultivated if we know just who our prospective donors are.

WHO SHALL GIVE AND WHY

The soil has been selected. It has been prepared for planting. Productivity will depend now on the quality of the seed and the care with which it is sown. The seed will be the case for the institution. The potential productivity will depend upon the validity of the case. The case must meet certain specifications. It must contain a statement of major objectives of the college as they relate to a greater common cause, e.g. a curriculum that prepares young men and women for leadership in a democracy, or research that adds to the field of human knowledge. It must outline definite ways in which the college will accomplish its part in the over-all job. It must list the specific requirements necessary to accomplish its part and give the estimated cost of each. Finally, it suggests who should give and why.

Effective farming calls for diversification. A crop that bears annually is sown in the alumni "field." This is a sustaining crop that can be depended upon from year to year if it has sufficient light, warmth and care. It may not produce the largest income, but the yield is reoccurring and dependable. The college that does not cul-

tivate an annual crop hardly can be expected to cultivate larger fields where the calculated risks are much greater. Other acreage will be planted on selected soil. Some seed will bear fruit in one or two years; others will take longer. Long-term crops should bring the greatest return, but these will be influenced by economic change and the vicissitudes of nature. Reforestation is a good investment for future generations. But it takes a long time to grow a great oak.

When a crop is ripe, it must be harvested. Timing is important. The means of harvesting must be at hand. One of the leading causes for failures of financial campaigns is the lack of willing workers. Strategically, it can be a case of too few and too late. The selection and use of the proper machinery for harvesting are as important in fund raising as they are on the farm. It is scarcely less disastrous to solicit a prospective donor for a large gift with a form letter than it is to attempt to pick tomatoes with a combine. This is not to say that direct-by-mail appeals, class letters, and group appeals do not have their place in the solicitation of large groups, especially if these groups are homogeneous and have a common interest, as in the case of college alumni. But it is axiomatic that as the size of the group increases, the cultivation becomes more general in content and less specific in appeal, resulting in a diminishing percentage of both intensity of acceptance and productivity.

The end purpose of cultivation is to create the "will to give." How tragic to spend college dollars for public relations officers, alumni secretaries, magazines and literature to create the "will to give" without adequate provision for the harvest! Cultivation of prospective benefactors is essential, but sooner or later someone has got to ask somebody for some money.

If you have read this far, you have waded through almost 1800 words. You still do not have the answer to whether prospective donors are properly cultivated. Here is no neat little formula, such as X prospects times Y cultivation will give Z dollars, to guide you. But if you wish the college to get the most out of its cultivation dollar, select the soil with scientific care; plant your best seed with hope; cultivate with sincerity, and, if you have the green thumb of good fortune, you will harvest to meet your needs.



Above: A student is assigned to cleaning the boiler.
Right: Office routines, too, require special talents.



Every Student at Blackburn

ROBERT P. LUDLUM
President, Blackburn College

STUDENTS AT BLACKBURN COLLEGE, Carlinville, Ill., help earn their education through a self-help plan. The students do all the maintenance work at the college, including cooking the meals and doing the laundry. There are only seven full-time staff members, not counting the faculty. These seven staff members are a superintendent of buildings and grounds and two helpers, a dietitian, and three secretaries.

This work plan, or self-help plan, is not a new experiment. It has been in operation since 1913 and has been successful through all that time. It was continued even during World War II, although necessarily heavy maintenance projects had to be postponed. Over and above their regular work, since 1913 students have helped construct five buildings—two residence halls, a gymnasium, an administration building, and the president's house. In the case of the gymnasium, probably 60 per cent of all the labor was provided by the work plan. In the other buildings the percentage was somewhat less.

What more obvious way of cutting fees than to have the students do all the college maintenance work themselves? This was the origin of the

work plan. It was conceived originally as a means of putting a college education within the reach of able students who otherwise would not be able to afford it. This still is an important purpose. The college exists for students who must work for an education. When the plan was instituted, however, it immediately proved to have values in producing a spirit, in inculcating good values and good work habits, that had not been fully anticipated at first. These elements of the work plan continue to be apparent.

ORGANIZATION OF PLAN

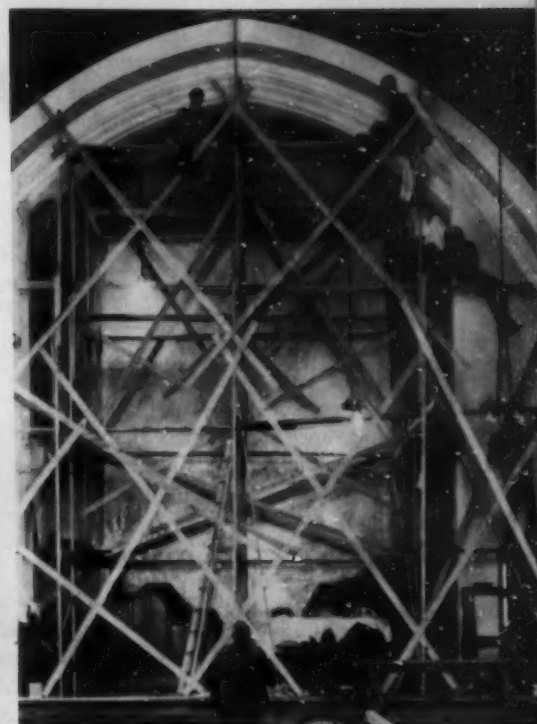
The work plan does not affect in any way the high academic standards of Blackburn. The college enjoys accredited standing, and the faculty insists upon a high level of academic performance. Operated as a junior college for many years, Blackburn has restored the four-year curriculum in several fields. It is rated a class A

four-year institution by the University of Illinois.

Every resident student at Blackburn pays for his education partly in cash and partly in work. He pays \$500 a year for tuition, room and board. He also agrees to work 15 hours a week on the self-help plan. Day students, of whom there are 57 at present in a student body of 311, do not participate in the work plan. This is an unsolved riddle. The rationale has been that they did not receive as much from the college as did resident students. This may not be accurate, and perhaps our policy should be changed.

The heart of the Blackburn plan is student responsibility. Faculty supervision is provided through the business manager of the college, who has charge of buildings and grounds. The superintendent of buildings and grounds is responsible to the business manager. The work plan committee, which is made up of the superintendent of

College **WORKS** his way



Above: Here student painters turn to interior decoration. Left: Freshmen usually have less choice than other students as to work they will do.

buildings and grounds and the dietitian and two other faculty members, plus students, makes policy for the work plan.

Student responsibility operates through the men's work manager and the women's work manager. The student body elects these managers in the spring of each year. These positions are coveted more than are any others on the campus. We at Blackburn attribute much of the success of our plan over so long a period of years to the responsibility that is given to students in its operation.

The two principal student managers direct eight other student "work heads," each student-elected and each responsible for an area of work. Reporting to the women's work manager are the kitchen head, the laundry head, and the head of the women's janitor force. Under the men's work manager are the head waiter, the head of the construction gang, the head of "firing"

(meaning the crew that fires the furnaces in the main heating plant, and a few others in outlying locations), the head of the bookstore, and the head of the men's janitor force. Each has his own crew, and each acts in the capacity of foreman.

WHO DOES WHAT

The duties of most of the crews are indicated by the names of the crews. The construction gang has charge of such maintenance as does not come under routine janitor work. This gang makes minor repairs, moves furniture, lays sidewalks, hangs pictures, and such things. Clerical work provides secretaries to faculty members, assistants in the library, receptionists in the residential halls, help in the mimeograph room, and similar jobs.

During 1949-50 there are 254 resident students on the work plan. With each student putting in 15 hours a week, we have available 3810 work-

hours per week. In a recent typical week, this labor was used as follows: kitchen, including the preparation of meals, serving, dishwashing, 1344 hours; laundry, 185 hours; janitor work, both men's and women's, 515 hours; construction, including "firing," 780 hours; clerical, including the bookstore, mimeograph room, the work of receptionists at residence halls, library assistants, faculty secretaries, and the operation of the student recreation center, 986 hours.

Much work, obviously, is standard and predictable. This is the case with the preparation of meals, firing of furnaces, janitor duties, and many other tasks. Accomplishment of these requires only the organization of a working force at the beginning of the semester, and proper instruction and supervision and provision of supplies.

How about the rest of the work? Suppose a light bulb burns out and needs replacement. Suppose a faculty member wants a bookcase moved from one room to another. Suppose a motor burns out, a room needs painting, a parking area should be constructed for visitors' cars. In any of these cases, large or small, the person who wants the job done makes out a "service req-

quisition" and sends it to the work office. There the work managers assign a priority to each requisition and send it to the proper work head. In due time the work is done. If, for any reason, it cannot be done, the work office notifies the person who made the requisition.

Small tasks are executed promptly, as a matter of routine. Large ones take more planning and more time. For example, in the fall of 1949 a student recreation center was created in the basement of a residence hall. The superintendent of buildings and grounds and the business manager ordered the necessary equipment. The work managers assigned labor to install a soda bar, furniture, ping-pong equipment, a juke box. In six weeks the recreation center opened its doors to the student body.

CHOICE OF MANAGERS

Students become work managers of work heads through competition and election. The whole college nominates candidates for the various positions. Juniors and seniors, with some sophomores, are nominated for the principal places. All nominees attend a work managers' school. Their instruction familiarizes the candidates with each job and teaches the candidates the necessary skills and the scheduling procedures. Last year 23 men and 16 women were candidates for the work headships. A person may apply for more than one post.

After two weeks of this school, the work heads elect their successors. The newly chosen managers assume their positions in the spring, four weeks before the closing of school. Thus they have a chance to become accustomed to their new responsibilities while their predecessors still are available to give advice and help, if they are requested.

Student work managers assign students to crews at the beginning of each semester. The managers consider each student's precollege or college work record. First assignments are adjusted as students express different preferences, show new skills, or change their academic schedules. Freshmen usually have less choice than other students as to the type of work they will do. On many jobs the work managers try to find students who can fit into their academic schedules a block of five hours of working time. This reduces the waste of each student's preparing for his work and cleaning up at the end of the work time.

Jobs are reassigned at the beginning of each semester. This is because academic schedules change, and thus students' work schedules must change also. Academic schedules always take precedence over work schedules. Switching jobs each semester also gives a desirable variety to the work experience.

Instruction to all students in the methods of performing their work is handled by the work heads in an orientation program at the beginning of each year. Thereafter any necessary additional instruction is carried on by the individual work heads. The work heads supervise the tasks or delegate the supervision to reliable assistants. The kitchen head, for example, appoints "meal heads," each of whom is responsible for the preparation of a meal or meals.

Three times a year each student is graded on his work, just as he is graded in his academic courses. Work grades are issued at the end of the first eight weeks of the first semester and at the end of the first and second semesters. The work grade includes placing the student on a scale in relation to his attitude, initiative and industry. If a student's work is unsatisfactory, he receives counseling from the student work heads, and, if necessary, the faculty chairman of the work plan committee talks with him. Often a student who is doing unsatisfactory work is transferred to another job and shows improvement in the new assignment. A student's work reports are kept in his official file in the same manner as are his grades in courses; and thus are a part of his official college record.

REGULAR AND SPECIAL WORK

A recent monthly report shows the kinds of jobs Blackburn College students perform, apart from the routines of college maintenance. "Concrete cap put on old well" is one succinct report; "steps to chapel platform fixed so they do not rock" is another. "Bulletin board constructed for dining hall" is reported, as is "'crown' put on flower beds beside Jones Hall."

Students with special skills are discovered often, and their skills are put to use. One young man is an expert butcher, so that the college now is buying meat in carcasses and the student butcher is preparing it for cooking. He is training a crew so that others will carry on this work in future years. Another student is skilled in

the cleaning and repairing of organs. He is fixing the organ in the college chapel, a job that would have cost several hundred dollars if someone had been hired to do it.

For bookkeeping purposes the work of Blackburn students is valued at 40 cents an hour. No distinction is made among various types of jobs. The valuation put on the work is nominal and is placed there for two reasons: (1) it enables the college to keep track of the cost of any project; (2) at the end of the year each student's work record is analyzed, and he is paid for overtime he may have accumulated; on the other hand, he has to pay the college if he has worked less than his allotted time unless there is some valid excuse. Last year only about \$7 changed hands in this way.

The total budget of the college this year is \$290,960, including student labor valued at \$50,000. Exclusive of faculty salaries, only \$18,500 actually is spent in cash for labor. This sum includes the salaries of the seven full-time, nonteaching employees previously mentioned, and a small amount for a maintenance force in the summer months. Most work, however, is not done in summer since the student body is the work force and is absent in the summer.

DO STUDENTS OVERWORK?

Clearly, more hours of a student's day are scheduled if he is at Blackburn on the work plan than if he went to another institution and did not work. On the other hand, some students who "work their way through college" have to devote so many hours to it each day that they have little or no time for extracurricular activities or for recreation in other forms. This is controlled at Blackburn. Each student works the same number of hours as each other student. Moreover, the program of extracurricular activities is arranged so as not to put too great a strain upon anyone.

Except for a medium length basketball schedule, there are no intercollegiate athletics. There are plays, concerts, visiting speakers, religious events, and most of the other occasions that characterize the average campus. A definite effort is made in the total college program to divide the student's time among study, work and play in such manner as to allow him to give due attention to each and to derive suitable benefit and enjoyment from each one of them.

TRADITIONALLY, COLLEGES LOOKED to the parent rather than to the student for the payment of tuition and other charges. To an increasing degree, colleges today expect the student to make his own arrangements for enrollment and for the payment of fees. For our own protection, however, we should remind ourselves that, in the eyes of the law, he is still an infant until he has reached the age of majority. At the common law, an infant becomes of age the first instant of the day preceding the 21st anniversary day of his birth. By statute in many states, a girl reaches her majority at the age of 18.¹

Recently I was requested to cite cases on the question of the right of a student to demand a refund of full tuition on the ground that he was a minor at the time of payment. Owing to the natural reluctance of the colleges to litigate this issue, there have been comparatively few decisions of record.

In general, an infant may, at his pleasure, repudiate and disaffirm his contracts. This rule of protection has few exceptions. In most jurisdictions, an infant need not even return goods purchased or restore the consideration as a condition of disaffirmance.² The major exception to the rule that an infant may disaffirm his contracts is the well established principle that an infant may make himself liable for goods and services that are necessary, considering his position and station in life. Even for what the law has held to be "necessaries," an infant is merely liable for the reasonable, not the contractual, price for such goods or services. It depends upon the facts in each case whether goods or services contracted for by an infant are necessary.

Sir Edward Coke, the greatest common lawyer of all time, in the first volume of his "Institutes" (1628) stated that an infant binds himself to pay "for his teaching and instruction." The early cases restricted this dictum to rudimentary education and to training for a trade.

Apparently, the first American case on the legal status of a college education was decided by the supreme court of Vermont in 1844.³ The de-

¹This is true in Arkansas, Idaho, Illinois, Maryland, Minnesota, Montana, Nevada, North Dakota, Oregon, South Dakota, and Utah.

²This is not true in California, North and South Dakota.

³Middlebury College v. Lyman A. Chandler, 16 VT. 683.

MINORS AND THE CONTRACT OF ENROLLMENT

T. E. BLACKWELL

Treasurer, Washington University
St. Louis



fendant enrolled in August 1836, at the age of 15, in Middlebury College. After the death of his father in 1837, the college attempted to collect tuition, room and board from the student himself. The court, in its opinion, held that—

"A good common school education, at least, is now fully recognized as one of the necessities for an infant. . . . But it is obvious that the more extensive attainments in literature and science must be viewed in a light somewhat different. . . . The mass of our citizens pass through life without them. . . . We therefore consider that such an education should not be ranked among those necessities, for which he could, as an infant, render himself . . . liable by contract."

In 1926, the supreme court of the state of Washington⁴ held that a college education was a necessary for a daughter who had displayed remarkable aptitude for classical studies, although her father was a railroad conductor with an annual salary of about \$3000. The reasoning of the court is of interest:

"The rule in Middlebury College v. Chandler was clearly based upon conditions which existed at that time. An opportunity at that early date for a common school education was small, for a high school education less, and for a college education was almost impossible to the average family. . . . But conditions have changed greatly in almost a century that has elapsed since that time. Where the college graduate of that day was the exception, today such a person may almost be said to be the rule. . . . It cannot

be doubted that the minor who is unable to secure a college education is generally handicapped in pursuing most of the trades or professions of life."

However, in 1930, when the courts of Indiana⁵ and Massachusetts⁶ were faced with the same problem, both of them declined to follow the lead of the Washington court. In the Massachusetts case, the two defendants signed a lease for a suite of rooms in a privately owned residence hall used exclusively for students at Harvard University. The court held that:

"As a matter of law . . . a college education is not such a necessary as to either defendant as to take the contract out of the rule relating to infants."

In 1938, a Massachusetts court⁷ permitted the plaintiff to recover the full tuition, with interest, paid for courses of instruction in aviation on the ground that the contract of enrollment had been signed while the plaintiff was still a minor. The judge ruled that the courses in instruction were not necessities and, hence, the defendant could disaffirm the contract, even though he took no action by way of disaffirmance for almost a year after attaining majority.

It is obvious that the common law has not kept pace with modern educational concepts and procedures. In view of the many millions of dollars involved in the tuitions paid by minors each year to our American colleges and universities, this "cultural lag" presents potential hazards of some magnitude.

⁴Morris v. Morris, 171 N.E. 386.

⁵Moskow v. Marshall, 171 N.E. 477.

⁶Adamowski v. Curtiss-Wright Flying Service, Inc., 15 N.E. 2d 467.

⁷Esteb. v. Esteb, 244 Pac 264, 47 A.L.R. 110.

An insurance adviser will first examine all the existing policies.

AN INSURANCE ADVISER SURVEYING a new risk will ask to examine existing insurance policies. Although these policies constitute the entire legal contract between the insurer and the insured, he will not spend much time looking at them. On the other hand, he will ask a great many questions of the management about the various exposures, and some of these will be extremely difficult to answer. By his emphasis on these questions, rather than upon the policies, he displays a clear skepticism that insurance policies are in themselves evidence of insurance.

His experience tells the insurance adviser that the adequacy of an insurance program is measured by two basic yardsticks: (1) Do the insurance policies fit the actual loss possibilities? and (2) Do the insurance policies insure against *change* in the loss possibility?

It is this second standard that is more likely to be overlooked, and nowhere is the problem more acute than in an educational institution. While the college exposure is fairly typical of any large risk, it is much harder for the college insurance executive to be fully informed of the risk changes that are taking place in his institution.

Control systems applicable to a typical business are hard to duplicate in the academic framework. Freedom to change and experiment is inherent to operating a college, and its business administration hesitates to put undue restraint on such a philosophy. But with a flexible organization come certain risks, and the uninsured loss is one of them. Fortunately, modern insurance practice is tending toward contracts that minimize this possibility. In general, such contracts are known as blanket, or comprehensive, policies.

In discussing blanket forms of insurance it is helpful to consider three major loss areas: damage to owned property, legal liability for personal injuries, and financial losses.

This category is primarily concerned with damage to or destruction of buildings or their contents. Here the major hazard—and the insurable one



Do your **INSURANCE**

—is fire, windstorm and the allied perils grouped by insurance underwriters under the heading of "extended coverage."

Blanket protection against these hazards is available in most rating jurisdictions by means of an all-property form. This form derives its name from the basic insuring agreement which stipulates that the contract covers all the property of the named assured in a certain specified area. It has considerable advantages over any other form that places specific amounts of insurance on specified buildings or contents.

Under the all-property form the entire amount of insurance is written at an average rate computed from a statement of values that is filed with the rating authority at the beginning of the policy term. Although the rate per hundred dollars of insurance is slightly higher than the true average,

this added cost is small indeed compared with the advantages it purchases. As long as the assured complies with the coinsurance clause requirements of the policy by seeing that his total insurance is in line with total values, the operation of this form in a loss is excellent. Its advantages best can be comprehended in terms of an actual loss recently sustained at Antioch College.

We acquired during the life of our insurance policies certain surplus property, which was stored in a vacant building on an outlying portion of the campus. Several months later a fire occurred and a total loss of building and contents was suffered. Bearing in mind that this property was obtained without any material cash outlay, there would have been little likelihood under a program of specific insurance that this value would have been covered. Actually, all the material

was needed for current use and had to be replaced, so that an insurable value of several thousand dollars was readily established and collected.

In no area of insurance is blanket coverage more important than in public liability. Here the stakes are considerably larger than in property insurance. It is quite improbable that a major value concentration will go uninsured against fire under any program, and any uncovered loss tends to be a comparatively small one. However, when the hazard is a personal injury claim, there is no relation between the chance of an accident taking place and the resultant loss. The institution that has occasion only once in five years to hire an automobile may be faced with just as disastrous a lawsuit if the accident occurs on that single occasion as if it used hired vehicles in its day-to-day operation.

By careful search it may be possible for the insurance executive to assure himself that there are no unknown exposures as of the date he investigates. He never can be certain that a new liability is not around the cor-

of a personal favor and were not regarded as a significant part of the dining hall operation.

Here was an exposure that is known as products liability and would not have been covered by a standard premises policy. Yet it is obvious that a foreign object in a loaf of bread might have produced a serious injury claim. While I was startled to learn of this practice, I had the assurance that our blanket public liability policy was covering it.

The important conclusion to be drawn from this example is that even with such a loophole discovered and stopped, there is no assurance that an entirely different exposure is not operating in some other department.

Even the blanket (or comprehensive) liability policy has some exclusions. For example, claims under workmen's compensation laws are usually excluded, and coverage is provided under a separate policy. Provided the same company writes both the public liability and the workmen's compensation, the effect is the same as though a single contract pertained.

The same considerations hold in covering the automobile hazard. Separate coverages for owned, nonowned and hired automobiles can be bought, but the comprehensive policy is far superior. It is common to find the larger companies underwriting general and automobile liability under a single contract. This is the most desirable situation, but separate automobile and liability policies, each blanket and both in the same company, will accomplish the same purpose.

In considering coverages against financial loss, there is a growing tendency away from separating fidelity bonds from money coverage, such as burglary and holdup. Here, again, the governing philosophy is to blanket the risk, for whether the loss is occasioned by manipulations of the records or by taking of money at gun point, the results to the institution are the same.

While fidelity and theft covers now are available in a single contract (commonly known as "dishonesty, disappearance and destruction"), the right to select specific or blanket fidelity coverage still rests with the assured. Experience repeatedly points to the doubtful protection afforded by specified fidelity bonds. In effect, the assured attempts to predict in advance the particular person or position where the loss will occur. This is almost always impossible. Fidelity losses of substantial amounts constantly are occurring through the dishonesty of trusted employees or those who never were thought to have access to money or property.

Another common insurance practice is to have a blanket bond in a nominal amount with excess coverage on key employees. This has the same inherent weakness as have specific bonds. Again the assured is attempting to predict in advance where the loss will occur. The same premium devoted to a small increase in the blanket coverage in almost every case will buy better protection.

Fortunately for the college insurance executive, there has been a long-term trend toward making available blanket coverages. Contracts that 10 years ago required special underwriting consideration now are available in standard policies. A program of blanket insurance will be found to cost little if any more than a group of separate policies, each insuring a small segment of the total exposure. Yet, in terms of the insurance these policies provide, the advantages will be immeasurable.

POLICIES *insure?*

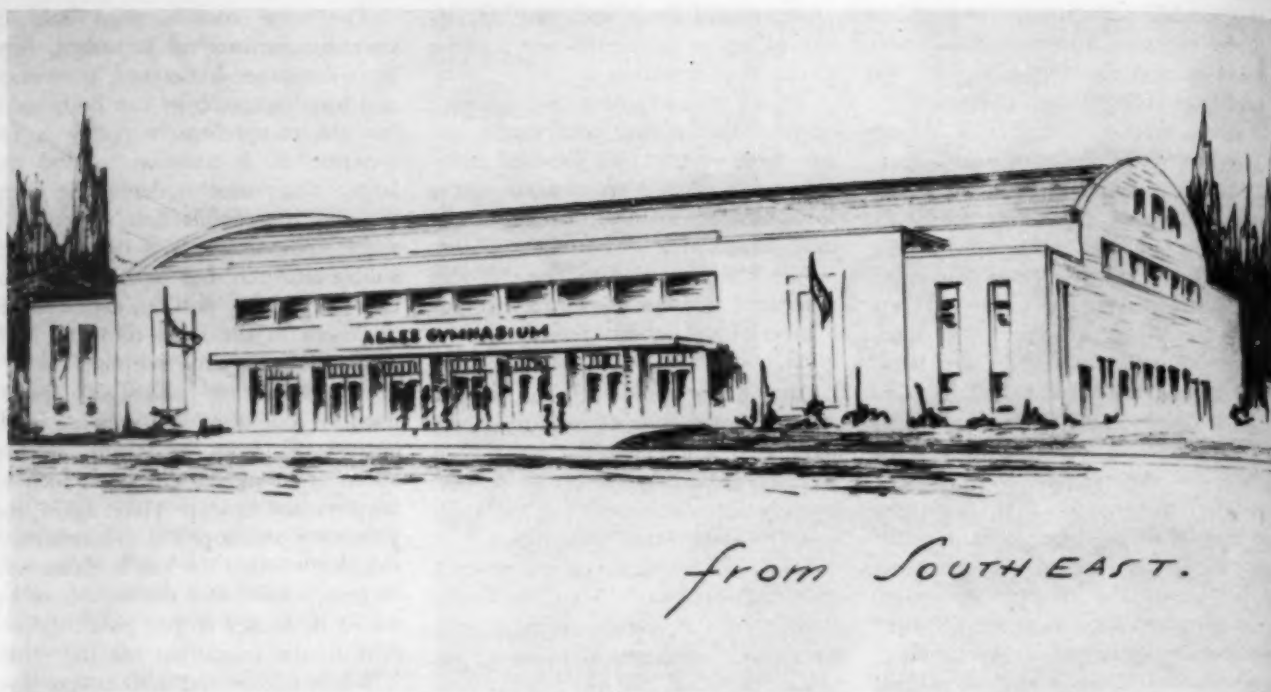
ner. No matter how carefully he may keep abreast of the college's operations, liability runs with each student and every employee. He can purchase premises, elevator, contractual and owner's protective liability policies, so that there is no chink in his protection. Yet he may find a week hence that a new exposure has developed.

A good example of this situation was found recently in the Antioch College dining halls. Their operation, as I could see it, was a typical restaurant exposure; there was no food sold for consumption away from the premises. In attending a restaurant staff meeting it was brought out quite casually that on infrequent occasion a faculty member who found himself without bread or eggs or milk after the stores had closed would ask the restaurant to sell him a small supply to meet the emergency. These transactions were invariably on the basis

MORTON A. RAUH
Business Manager, Antioch College
Yellow Springs, Ohio

However, there is a considerable temptation to separate these two covers in different companies. Frequently by doing so some cost advantage can be obtained. It is a dangerous practice.

The question of whether an injured person is an employee or a member of the public is frequently a difficult one, and even though one or the other of the two policies covers the accident, it is an unpleasant, and frequently costly, position to be in the middle of a legal argument as to which company pays the loss. It is far better in purchasing these two coverages to regard them as linked, and in determining the most favorable cost select the company that has the most advantageous proposal for *both* liability and workmen's compensation.



This **GYMNASIUM** is hub of all college activity

ELWOOD H. OLSEN

Business Manager
Morningside College

TO ACCOMMODATE INCREASING ENROLLMENTS, Morningside College, Sioux City, Iowa, achieved a two-year \$1,000,000 expansion program during 1947-49. The sixth building added to the campus in this program of advance is a new gymnasium named in honor of George M. Allee, the largest individual contributor to the building, which was given to the college by the Sioux City community and by its alumni and friends throughout the United States.

The gymnasium is the hub of all college activity. It will be used not only for physical education but also for student chapel services, alumni banquets, concerts and commencements.

A great deal of study went into the planning. Those who daily use and work in this type of building contributed many ideas. Our theory is that those contemplating building should discuss their plans not only with those who recently have built, but also with those who for years have been using buildings upon which

they mentally have been making improvements.

Albert Buckingham, Morningside's director of athletics, and Ernest Raun, chairman of the building committee, worked in close harmony with William Beuttler, the architect, thus making it possible to incorporate into the plans unusual functional features that had been tried in various field houses and gymnasiums and that had proved to have great utility. The study also made it possible to exclude items that experience had proved to have little usefulness.

ELIMINATE DUPLICATION

For example, it was learned that in many gymnasiums there are men's and women's locker rooms and showers for those using the gymnasium floor and additional sets of locker rooms and showers for those using the swimming pool. Duplication was eliminated by placing these facilities so that there were convenient exits both to the gymnasium floor and to the swimming pool. In doing this, enough floor space

was saved to permit an extra classroom. In addition, there were substantial savings in plumbing costs because two, rather than four, sets of showers were installed.

In some buildings, lobbies and hallways consume thousands of cubic feet of space and add little or no functional value to the educational program. Some institutions advised that if they were to build again, one-half or more of the space now used would not be wasted in lobbies and passageways. The lobby and hallways in Morningside's gymnasium were reduced to a minimum, as can be seen in the accompanying plan.

Offices, locker rooms, shower rooms, and classrooms along the east and west sides of the building are directly beneath the balcony areas. There are no posts to obstruct the view of those sitting in the balconies. The building was designed so that folding doors could be installed to close off the balconies and make them into soundproof rooms. Folding bleachers in the balconies, as well as on the main floor,

CONSTRUCTION DETAILS

GENERAL DATA: Simple but impressive lines; width, 158 feet; length, 192 feet; 5000 seats; swimming pool; apparatus rooms; classrooms; club room; apartment for custodian.

CONSTRUCTION: Fireproof. Roof, steel trusses with steel purlins, poured gypsum on gypsum board with pitch and gravel. Exterior, buff colored face brick. Interior, building blocks and plain tile. Windows, steel sash. Stairways, concrete with terrazzo face.

CEILING: Plaster and gypsum.

FLOORING: Arena, maple; swimming pool, tile; hallways, terrazzo; lobby, terrazzo; balcony, concrete.

HEATING: Forced air attached with fresh air system. Also, units located near main entrance doors with a recirculating system.

LIGHTING: General, with some fluorescent.

COST: General contract, \$321,700. Heating and plumbing, \$121,800. Lighting, \$13,900. Total, \$457,400 (fees and land not included). Approximately \$0.49 per cubic foot. Without swimming pool, total cost would have been \$63,500 less.

permit utilization of balcony space after games. When the folding bleachers are rolled back against the wall, these balcony areas can be used for such activities as wrestling, boxing, badminton, shuffle board, ping-pong, and other gymnastic sports. Convenient storage space has been provided for the equipment necessary for these activities.

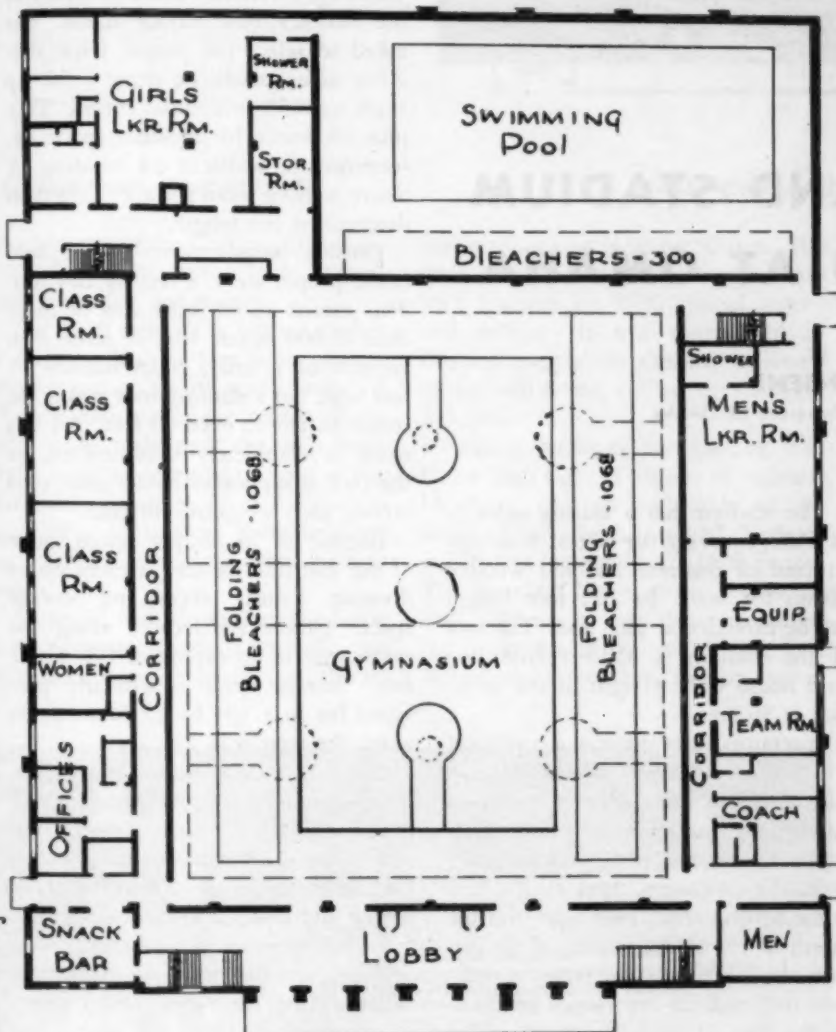
It might be possible to have bowling alleys on one of the balconies if at some future date it should seem expedient. If this is done, "sleepers" will be run over the bowling alleys to protect the floors and to bridge the ball returns. The bleachers, as they roll out from the wall, then will rest upon these sleepers. These plans, however, have not yet been perfected.

A snack kitchen is used as headquarters for concession selling at games and in connection with food catering at banquets. To keep maintenance costs as low as possible and to have a watchman on hand for all emergencies, there's an apartment for the custodian of the building. An "M" club room is used as a lounge and reading room for varsity letter winners.

The pool is 75 by 30 feet, with seating for approximately 400 spectators at swimming events. Installation of the latest and best type of filtering and cleaning equipment eliminates all but two complete changes of water per year, thus helping to keep operating costs at a minimum.

One factor that should be kept in mind in locating a gymnasium is its availability to parking areas. In order to have people attend games regularly, easily accessible and convenient parking space must be available. It has been estimated that with a crowd of 5000 for basketball games, parking for 2000 cars should be provided. Our gymnasium was located less than a block from the parking facilities used by the Sioux City public stadium.

On the main floor, with the bleachers rolled back, are two regulation sized basketball courts. The trusses of the building have been made of sufficient strength so that a rolling door or a curtain can be installed to separate the two courts, if this should become desirable. Built into the playing arena is the necessary hardware to convert the floor for use in such sports as tennis, volleyball and badminton. Two regulation sized tennis courts permit the playing of this game through the winter months.



MORNINGSIDE GYM
FIRST FLOOR

When folding bleachers are rolled back, there are two regulation sized basketball courts. Trusses of the building are of sufficient strength so that a rolling door can be installed to separate courts.



FIELD HOUSE AND STADIUM COMBINATION AT OMAHA

TOM TOWNSEND

Journalism Department, University of Omaha

GROUNDWORK FOR THE UNIVERSITY of Omaha's new \$750,000 field house and stadium was laid in 1945 when the board of regents adopted an official university policy toward athletics and selected an athletic director. He and his staff began to formulate building needs as they developed their physical education and athletic program.

As the blueprint stage approached, they were assisted by the architects, the plant superintendent, the building and grounds committee of the board of regents, the university president, and the business manager. Physical education plants in other Midwestern universities were visited. Eventually final plans were drawn, reviewed by the regents, and approved.

The result is a combined field house and stadium. It is located on high ground just west of the university's athletic field. Built against the east wall of the field house is the stadium, which thus parallels the west side of the athletic field.

The stadium has a seating capacity of 4380, counting the boxes. It is constructed of concrete and has wooden planks for seats. Its 225 foot length can be extended at each end. The foot of the stadium is 85 feet from the field house wall. Height of the structure is 36 feet.

Spectators enter through a concourse which runs the length of the stadium, with doors at both ends. Concession stands and entrances to public restrooms are located along this corridor. From the concourse, three ramps lead to the seating area. Two aisles run the length of the stadium. Six others run from the top row to the boxes and divide the stadium into seven sections. At the foot of each of the six aisles are steps opening onto the cinder track, which circles the football field.

At the top of the center section of the stadium is a three-deck press-radio box, 21 feet high. Each deck is 22 feet by 9 feet. The bottom one, reserved for the press, has two rows of tables for reporters, and to ensure per-

fect vision for all newspapermen the back row is raised above the level of the front row. The second deck is for radio announcers. Three separate soundproof booths are provided.

Both of the two lower decks are completely glass enclosed. They have their own heating and ventilating system. The open top deck is for camera and television men.

There is a little story behind the planning for the field house. "We didn't want to build a field house of just any size and shape," explains Jack Adwers, building and grounds superintendent; "we needed some criteria by which to judge."

Convinced that an indoor track was a necessity, the athletic director let that be the guide. Head Track Coach Lloyd Cardwell, a veteran runner on many of the nation's best indoor tracks, was asked to select the proper track size. After actual trials, he chose a 10 lap track with 50 foot radial curves. This, plus allowance for bleacher space, determined the width of the building. A desire to have room for a 75 yard dash determined the length.

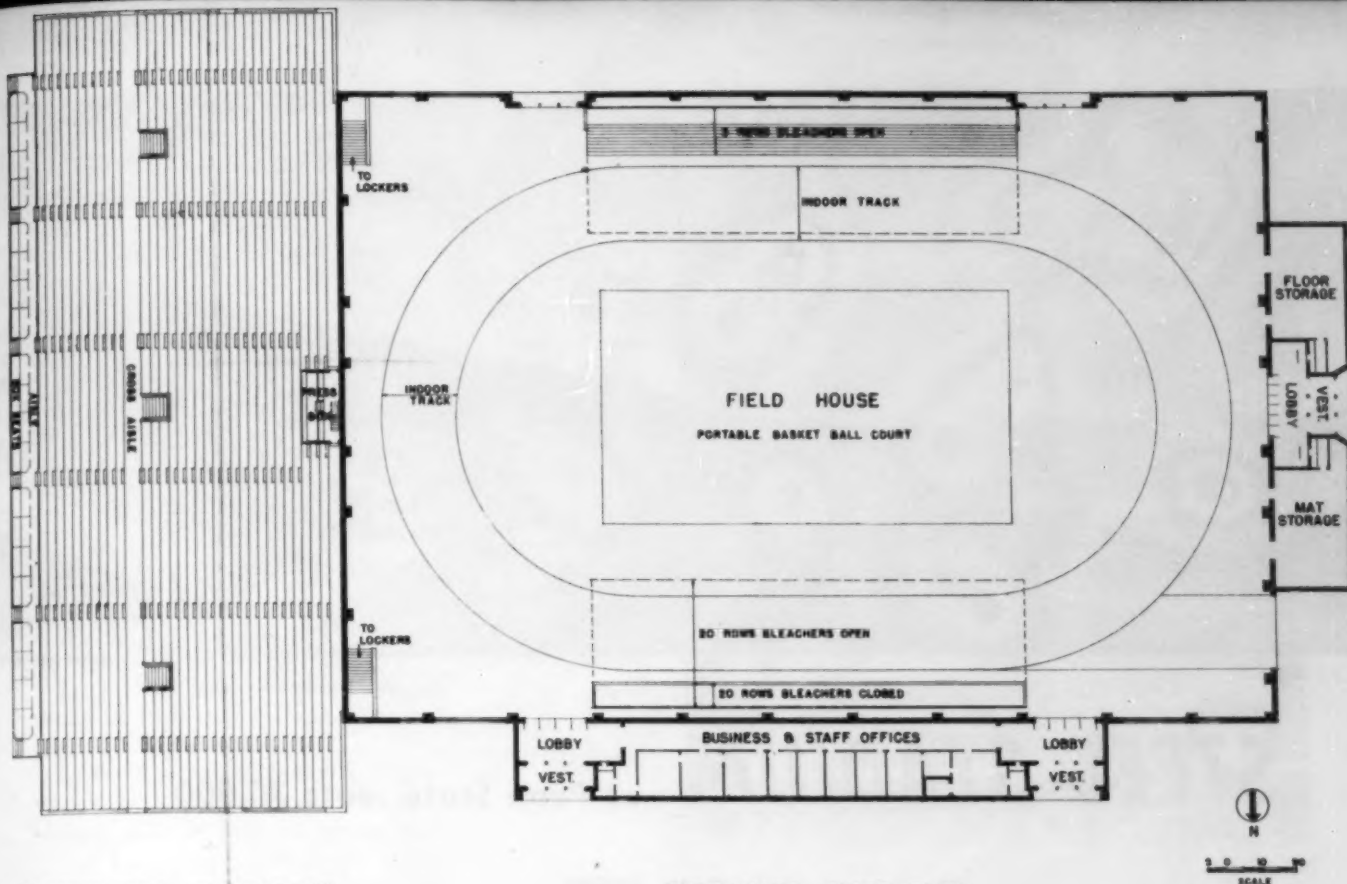
Outside measurements of the field house proper are 178 feet by 264 feet. This means an enclosed area of more than 45,000 square feet, or more than an acre of ground. Sidewalls are 33 feet high, but a slanting roof makes the center height an even 60 feet. All this space is completely unobstructed, as the roof is supported by 10 giant steel arches, each weighing 40 tons.

Because of its unique design, none of the vast interior area is eaten up by dressing rooms, offices and storage space. Offices are located along the north wall in an extension 170 by 22 feet. Storage space is similarly provided for in a 104 by 22 foot section along the west wall.

Dressing rooms, showers and public restrooms are under the rear half of the stadium. This arrangement conserves space. It also makes possible the use of one set of facilities for both indoor and outdoor events. Under the front half is more storage space.

There are two dressing rooms for athletes. One, the varsity locker room, is equipped to serve 60 men. The other will handle 140 men. To reach the athletic field from the locker rooms, athletes pass through the main concourse and around the ends of the stadium. Stairways lead from the locker rooms to the field house floor.

The field house has a dirt floor to permit indoor practice of all sports.



STADIUM PLAN - SEATING LEVEL

FIELD HOUSE - FLOOR PLAN

Maintenance of the floor requires regular farm equipment: a disk harrow, drag, roto-tiller and tractor.

The 1/10 mile track has no cinders or curbing. It is 24 feet wide, making possible either six or seven lanes. A 75 yard dash down the center of the field house ends near the west wall. But a large hangar type of door at that end can be raised to allow the runners space in which to stop. Portable jumping pits have been constructed for field events.

A special feature of the field house is its portable basketball floor. Of this movable court, 112 by 64 feet, the ac-

tual playing area is 94 by 50 feet. The floor is built in 236 sections, which are held together by 1000 special screws and sockets. It was constructed in Boston, shipped to Omaha, delivered to the field house, and set up there for \$15,190.

Seating facilities are another field house high light. Two sets of rollaway bleachers, one on each side of the building, have been installed. Each set is 128 feet long and seats 1800 people. The bleachers fasten to the field house wall. When in use, they are pulled out from the wall, bottom row first. When not in use, they close up against

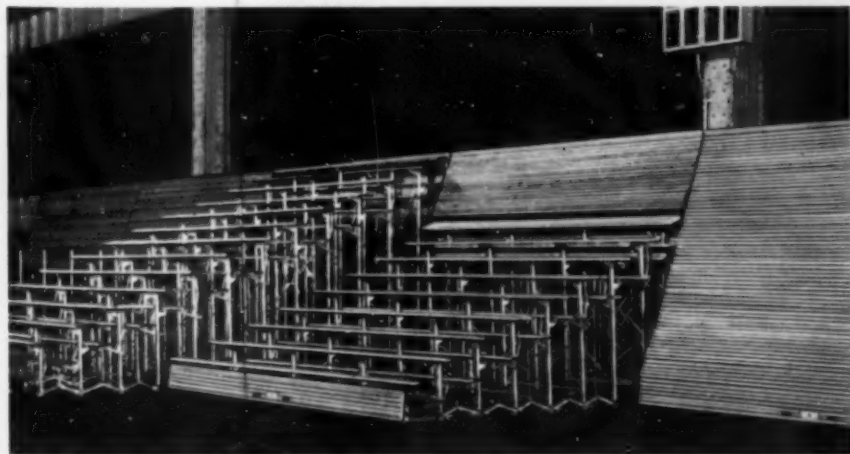
the wall like a telescope. Open, the 20 rows of bleachers extend 36 feet from the wall; closed, they occupy only 6 feet. The two sets cost \$46,050.

When the university's portable bleachers are placed at the ends of the building, they will increase the seating capacity to 4400. Eventual seating capacity is 7500.

The field house is heated by its own oil-fired furnace. Its steam heat will be distributed by unit heaters and ventilators. Estimated cost of a year's heating is \$3000, but this, of course, depends on the amount of use. The building is constructed of brick, steel and concrete. The roofing material is made of tar and felt. Special insulation prevents moisture from condensing under the roof and "raining" in the building. Lighting gives the appearance of a sunny day and permits television.

There are five spectator entrances to the field house: two on the north side, two on the south side, and one at the west end. A parking lot is near by.

Plans for the field house and stadium were drawn by John Latenser and Sons, Omaha architects. It is part of the university's 10 year building program. Architects have already drawn proposed additions to the new athletic plant. The south side of the field house may in the future have two wings: one for classrooms, and the other for a gymnasium and swimming pool.



Rollaway bleachers of the type installed at Omaha's new field house. Left, bleachers ready for use; center, partly closed; right, closed.



STEEL STADIUM

at Penn State seats 30,000

G. W. EBERT

Director, Department of Physical Plant
Pennsylvania State College

BROADCASTING BETWEEN HALVES OF the opening of Penn State-Villanova football game on Sept. 24, 1949, James Milholland, acting president of the Pennsylvania State College, called attention to the recent completion of an extensive stadium program started 15 years before. This now provides a permanent seating capacity for 30,000 people at Beaver Field, located on the outskirts of the rapidly expanding campus at State College, Pa.

The work consists of a steel stadium complete in the form of a horseshoe, with 40 rows of seats running for 378 feet on each side of the field and an end circle of 30 rows of seats around the entire north enclosure. Underneath the west side of the stadium a field house, 20 by 126 feet, also has been constructed and new ticket entrance booths greatly facilitate handling of crowds. On the west side of the field, on a separate supporting steel structure, a three-story press box, 60 feet long and 13 feet wide, of welded steel plate construction also has been built. Radio broadcasters and press representatives have described it as the best press box of its kind in the East.

The designs for these structures have many unique and advantageous features that will be of interest to college and school executives, board members of colleges and high schools, and architects planning similar projects, par-

ticularly because of the adaptability, economy and flexibility of the type of construction adopted.

15 YEAR PROGRAM

In 1934, college authorities were faced with the problem of providing for the continually increasing crowds at the field. Old wooden stands requiring perennial repairs, supplemented with temporary seats of the circus type, were the only seating facilities available. Although safe, permanent construction for new additions was desired, only limited funds were available for the start of the program.

After a thorough investigation, which involved the consideration of bids on various other types of construction, the first unit was ordered. A weathertight steel plate deck supported by structural steel girders and columns was selected. It was represented as offering the following advantages:

Economical Construction. — The erected cost of these units was lower than for any other permanent type of design available offering comparable advantages.

Flexibility. — The sectional steel plate deck with structural steel supports readily would facilitate the addition of future extensions from time

to time until the entire stadium could be completed.

Portability. — Owing to the possibility of a future relocation of the field, the steel deck design offered a structure that could be moved in sections without complete destruction and set up on a new site.

Pleasing Appearance. — The heavy flanged steel plate deck supported by wide flange girders and columns at the 18 foot panel points offered a safe, sturdy design very pleasing in appearance.

Simple Maintenance. — With only the ordinary maintenance of a coat of paint, old sections could be made to look like new so that the structure would present a uniform appearance upon future completion of the program.

Space Available Under Deck. — The weathertight steel deck construction and conventional beam and column design would permit wide use of the space underneath for the storage of athletic equipment and for enclosures for toilets and future team rooms.

Economical Foundations. — The relatively lower loads delivered to the foundations by the steel structure, as compared with concrete deck designs, made the foundations simple and economical to build with local labor from plans furnished by the manufacturer.

Because the funds for the completion of the entire program were not

available at the start of the project, it was necessary to plan the construction in such a manner that this could be accomplished step by step as the money became available. This involved the placing of nine separate major contracts over the 15 year period. These are listed here to show how the work progressed by years:

1934—Original installation on west side, consisting of ten 18 foot sections with 20 rows of seats, 180 feet long.

1936—West side made into a 40 row section, 306 feet long, by adding seven 18 foot sections to the front and seventeen 18 foot sections with 20 rows of seats along the back of the original installation. East side started with ten 18 foot sections with 20 rows of seats, 180 feet long.

1937—East side extension, adding seven 18 foot sections with 20 rows of seats along the front.

1939—East side made into a 40 row section, by adding seventeen 18 foot sections with 20 rows along the back of the first sections built.

1948—Four 18 foot sections of 40 rows added to the south ends of the east and west sides, making the total length on each side of the field 378 feet.

1949—North end circle of horseshoe completed, with 30 rows of seats. Field house under west side of stadium completed. New three-story steel press, radio and television broadcasting building completed.

The next step planned to increase the seating facilities is to add a circle of 30 rows of seats to tie in the south end, to complete the bowl.

DESIGN FEATURES

As new Beaver Field has a regulation quarter-mile track, it was necessary in building the north end circle to provide a clear slot underneath with ample head room for the start of the straightaway. Entrances to all aisles have been provided by building concrete ramps from ground level at the front.

The deck of the stadium was designed with heavy double flanged steel plates, 18 feet long for the treads and risers, supported by 16 inch wide flange girders at the panel points and 8 inch H columns, fully braced for wind and sway loads.

The 2 by 10 inch plank seats are supported by pedestals attached to the deck plates.

The superstructure was designed to take care safely of a live load of

Right: Section of west stand, showing three-story press box. Steel shutters are closed on the upper story. Opposite Page: View of 40 row east stand, with 30 row horseshoe section in rear.



100 pounds per square foot on the deck, and all members are proportional so as not to exceed unit stresses permitted by the division of building inspection of the Pennsylvania State Department of Labor and Industry.

MODERN PRESS BOX

By 1949, the growing needs for adequate press and radio broadcasting facilities required the dismantling and rebuilding of the old wooden press box mounted on the west side of the steel stadium, and a modern steel structure now serves the visitors at Penn State. It was completed in time for the alumni homecoming Penn State-Nebraska game last October 15.

The press box is 60 feet long and 13 feet wide, with three stories above the top deck of the stadium and one below. It is of welded steel plate construction, mounted on a separate structural steel frame rising from ground level at the back of the west side of the stadium. The total height from ground to roof is 65 feet.

The main floor of the press box is 9 feet wide and 60 feet long, with six separate rooms for visiting officials, coaches and scouts, and two telephone rooms. A 4 foot walkway at the rear gives access to these rooms.

The floor above has one large room, 13 by 60 feet, reserved for the press.

The steel floors in both the first and the second stories have the rear half

raised to improve visibility. Wide, fixed plate glass windows for the front with steel sash, ventilated at the top, give a clear view of the entire field.

On the 13 by 60 foot top floor are two large rooms for photographers or television operators, and two separate radio broadcasting booths, each 10 feet wide by 9 feet.

For the front of these upper-level rooms, counterweighted steel shutters are provided that may be raised during the broadcasting of games.

Restrooms are provided just below the main floor level, and separate toilets are located on the press and radio floors. A snack bar also is located on the press floor.

NEW DRESSING QUARTERS

Underneath the west side of the stadium have been erected new dressing quarters, with showers and individual lockers for each player for home and visiting athletic teams, to take the place of facilities previously used in the recreation building. These are the last word in cleanliness, convenience and usability.

A newly installed drying room enables the equipment manager to take better care of game uniforms and other gear, and a training room shared by the team doctor and trainer is fully equipped and provides excellent quarters for the care of athletic injuries.

Designing an entire campus for a **JUNIOR COLLEGE**

MOUNT SAN ANTONIO JUNIOR COLLEGE District, serving the eastern part of Los Angeles County, near Pomona, Calif., held its first classes in September 1946. The district comprises some 200 square miles of territory, including four union high school districts having a combined population of approximately 80,000 and an assessed valuation of \$80,000. The present enrollment of the college is in excess of 1000.

The district passed a bond issue for \$1,750,000, of which \$270,000 was paid to the state of California for the property of the former state narcotic hospital, located nearly at the geographical and population center of the area and consisting of 446 acres with 12 permanent buildings that have been adapted to college use.

Since 1947, we have been assigned the responsibility of developing plans and specifications for the several college buildings and in supervising their erection. In this work we have had the assistance of the faculty members in their special fields of interest. We have visited most of the newer school

DR. GEORGE H. BELL
President, Mount San Antonio College

FREDERICK KENNEDY Jr.
Architect, Pasadena, Calif.

buildings in California and have made extended trips to other areas, including Texas, to study college plants and new developments in lighting, heating, and so forth. California's division of school-house planning has been of notable assistance in the preliminary planning.

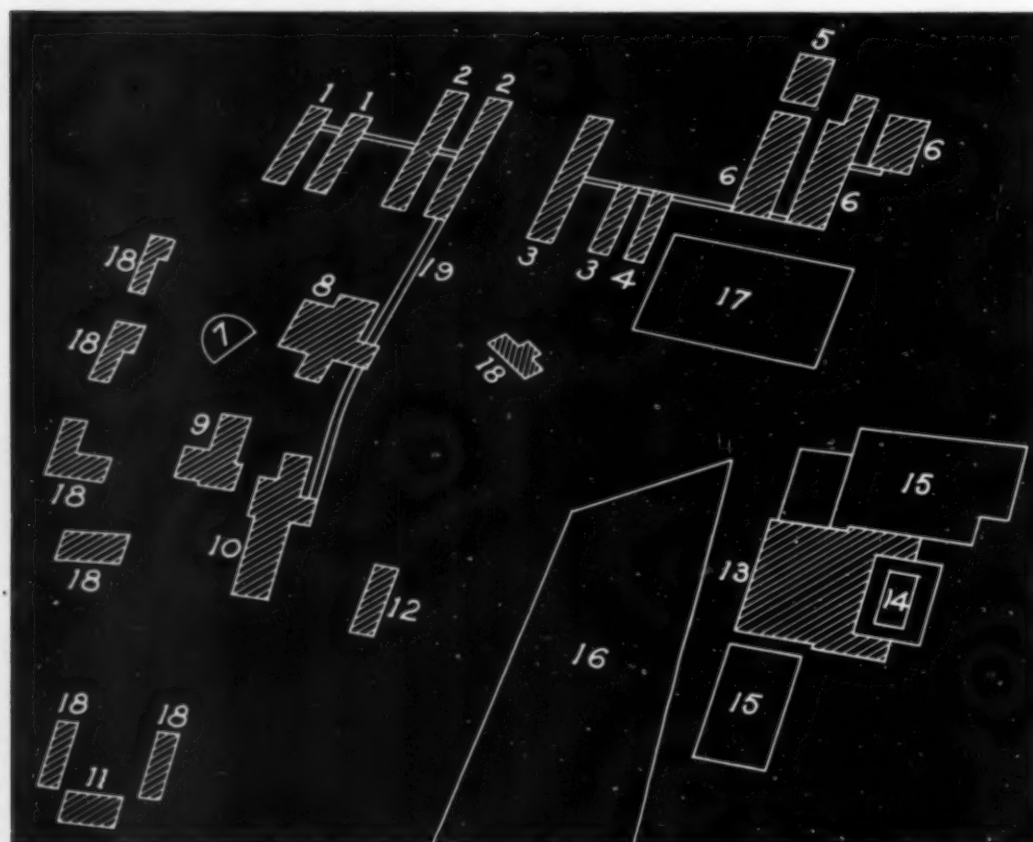
The physical science building is typical in architectural design and construction of the new unit structures that will make up the campus. It is a U-type single story, frame stucco building with mission tile roof and exterior corridors. It is strongly built to meet the lateral stress requirements of the California Earthquake Safety Construction Law.

The existing buildings on the site are of Mediterranean style, with tile roofs. Although the new buildings are

purely functional in design, it was deemed advisable to harmonize them with the old buildings to the extent of using tile roofs and stucco.

Since the junior college serves only the first two years of college and is not designed for extension upward to become a four-year college, the plans differ from those of a standard college science building in not having facilities for upper division or research work. In other respects the plant would be typical.

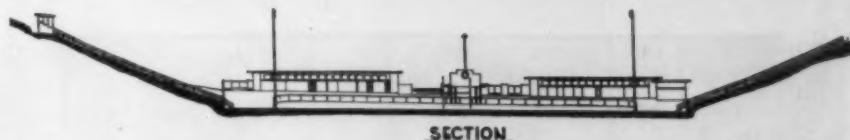
The building has two inorganic chemical laboratories, each 28 by 54 feet, and one combined organic and quantitative chemical laboratory 28 by 48 feet, with balance room adjoining, together with ample stock and supply rooms. An outdoor laboratory for hy-



KEY TO PLOT PLAN

1. Physical Science
2. Liberal Arts
3. Commerce
4. Homemaking
5. Agriculture
6. Shops
7. Rally Bowl
8. Library
9. Existing Cafeteria
10. Administration
11. Life Science
12. Arts
13. Gymnasium
14. Pool
15. Basketball
16. Parking
17. Tennis Courts
18. Existing Buildings
19. Covered Portico

STADIUM with seating capacity of 10,000. Unusual feature is a running track of coke instead of cinders.



drogen-sulfide and other gas work is provided so that prevailing winds will tend to keep odors to a minimum.

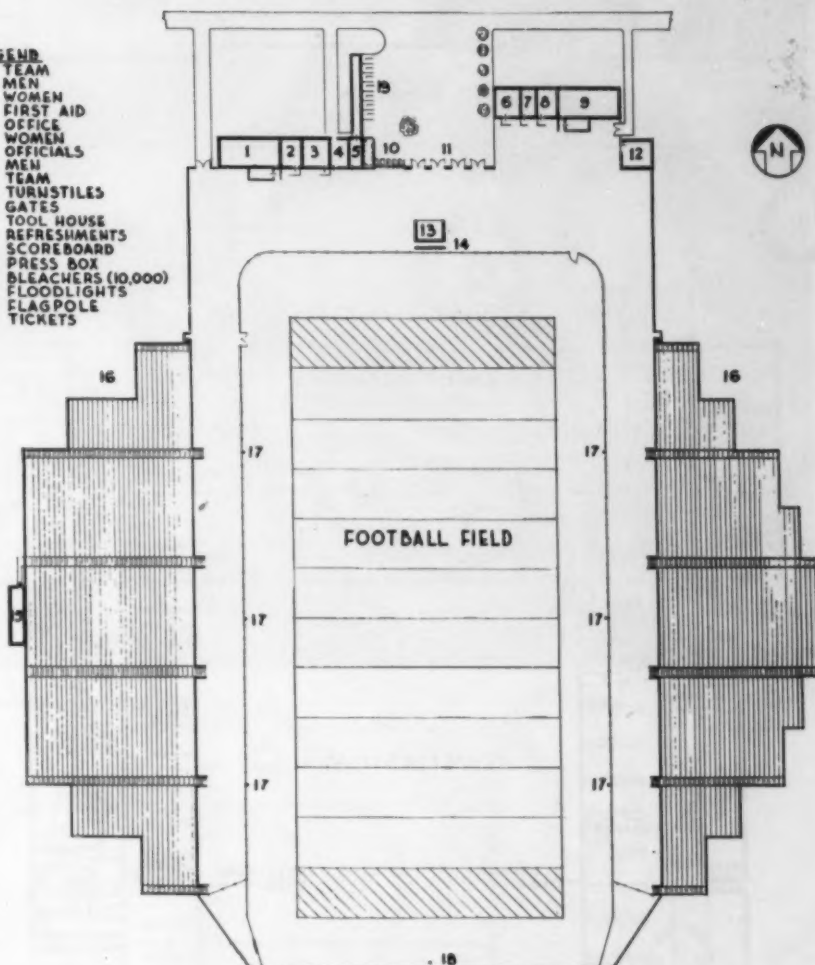
The physics department has a laboratory for electricity and magnetism 28 by 32 feet, one for molecular physics and mechanics, and one for optics and light, including a darkroom with chemical facilities for photography.

A laboratory 28 by 32 feet for the geology department also is provided, as well as one 28 by 48 feet for engineering and strength of materials. The physics department also is provided with a small shop equipped with lathe, drill and press for instrument repair and construction.

Primary lighting of the laboratories is from the north, with windows extending from 3 feet from the floor to the ceiling, covering the entire north wall. Additional bilateral lighting is obtained from south windows over the exterior corridors which are permanently louvered to direct the light, reflected from the aluminum covered corridor roofs, upward to reflect from the white ceilings.

The south windows are 3½ feet high and extend the length of the laboratories. All windows are fixed and ventilation is by forced air circulation. Artificial lighting is accomplished with incandescent fixtures of the ring type (rocket type—silver bowl, wholly in-

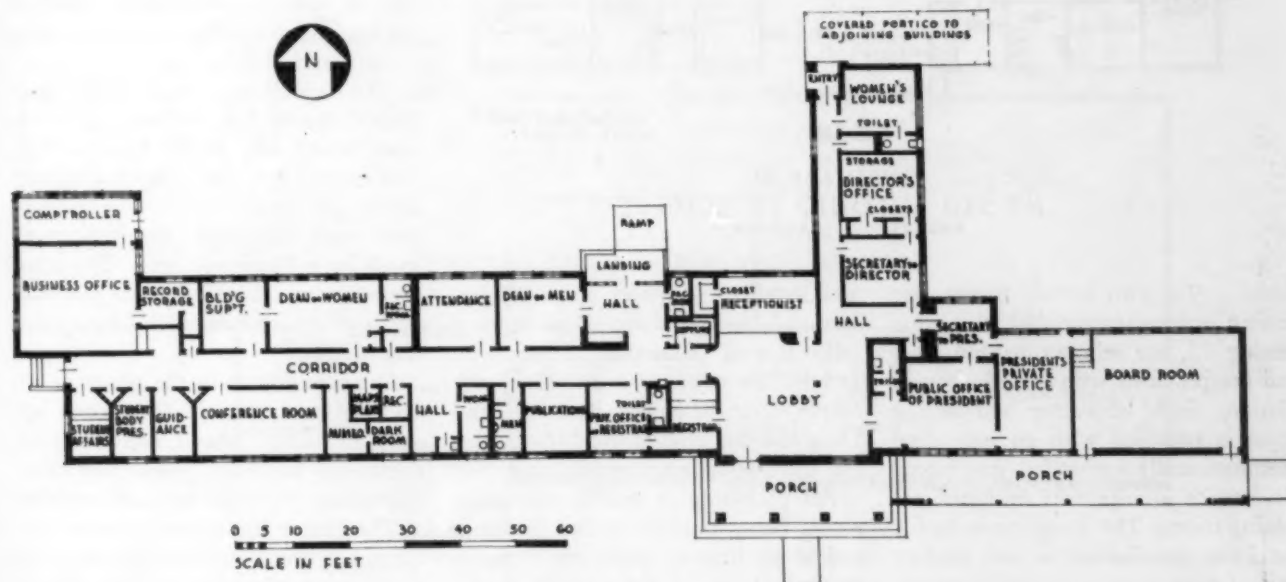
- LEGEND**
- 1 TEAM
 - 2 MEN
 - 3 WOMEN
 - 4 FIRST AID
 - 5 OFFICE
 - 6 WOMEN
 - 7 OFFICIALS
 - 8 MEN
 - 9 TEAM
 - 10 TURNSTILES
 - 11 GATES
 - 12 TOOL HOUSE
 - 13 REFRESHMENTS
 - 14 SCOREBOARD
 - 15 PRESS BOX
 - 16 BLEACHERS (10,000)
 - 17 FLOODLIGHTS
 - 18 FLAGPOLE
 - 19 TICKETS



PLAN

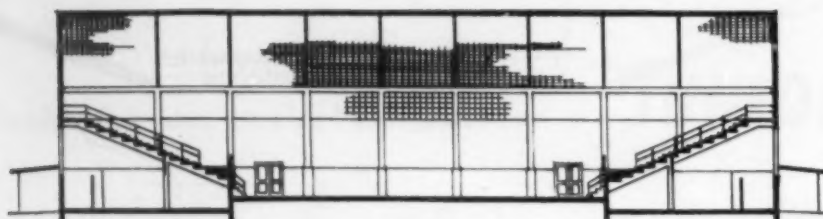
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SCALE IN FEET

STADIUM
MOUNT SAN ANTONIO JR. COLLEGE
WALNUT CALIFORNIA

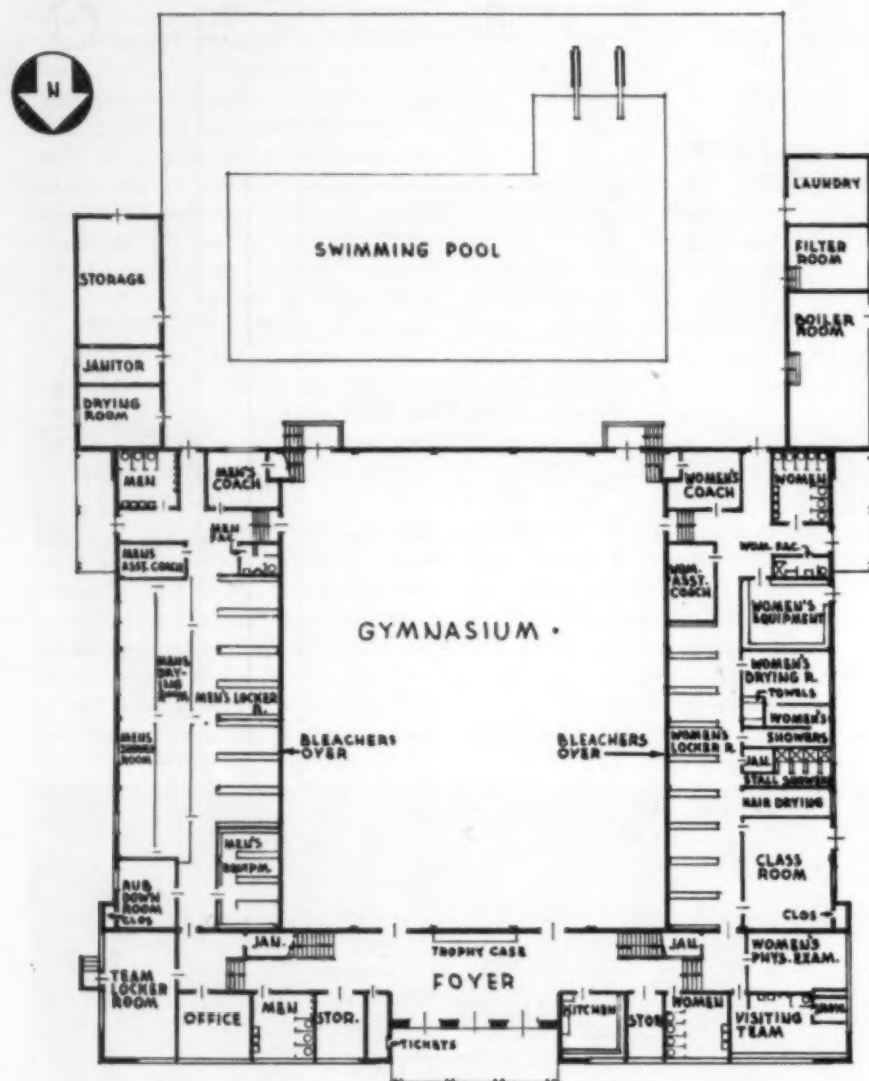


0 5 10 20 30 40 50 60
SCALE IN FEET

Floor Plan of Administration Building



SECTION



PLAN

GYMNASIUM
MT. SAN ANTONIO JR. COLLEGE
WALNUT CALIFORNIA

GYMNASIUM has a seating capacity of 1800. It is being used temporarily for assemblies and dances.

design without drawers. Drawers are of the tote-drawer type and are stored in special locked cabinets in the laboratory rooms. Table tops are covered with birch, acidproofed, in chemistry laboratories and of formica in other laboratories. All tables and lecture room furniture are blond, natural finish birch. Woodwork and plastered portion of walls are painted in pastel colors, green in laboratories, buff in the lecture and locker rooms, and rose in the offices and stockrooms. The light reflection coefficients are about 65 per cent.

Chalkboards are made of sand-blasted plate glass with a backing of felt and gypsum board, in light green. White or yellow crayon works well and gives excellent visibility. Careful check has been made to keep light absorption factors in all equipment at a lower ratio than 3:1 to one another and to surrounding surfaces.

The common preparation room for the lecture halls provides accommodation for movable lecture tables that may be set up in advance and wheeled into place when needed. Permanent tables with plumbing are, of course, stationary. Balance room tables are of solid masonry, as are fixed tables in the mechanics and engineering material laboratory. The latter is provided with machines for testing hardness, tensile strength, crushing of cement, and the like, as there is considerable demand for students with this training to work in commercial laboratories.

The over-all area of the building is 16,000 square feet, exclusive of corridors, which add 4000. The building was erected at a cost of approximately \$8.40 per square foot. The cabinet work and laboratory furniture were made by a California firm. The completed cost to the district was less than \$10 per square foot, including equipment.

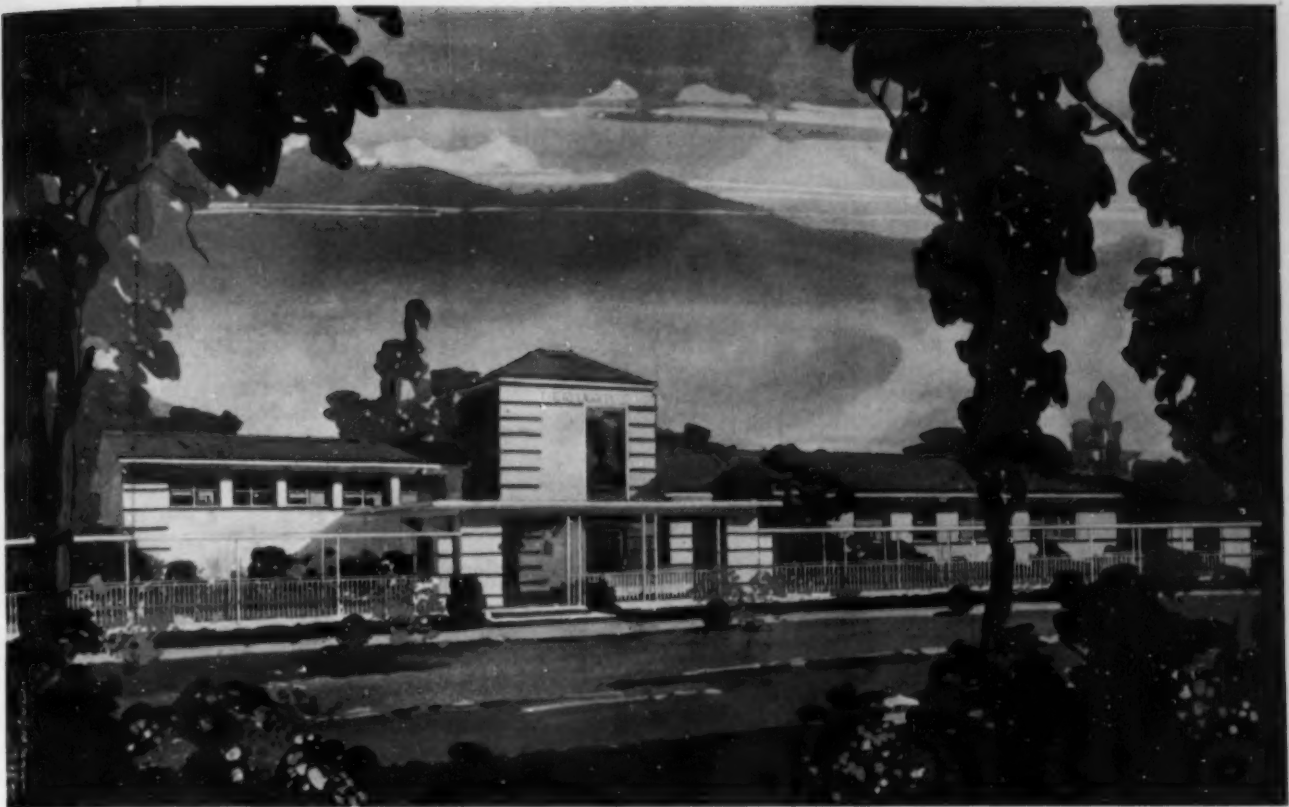
Other buildings in the program, all under construction or completed, are shop buildings, liberal arts building, commerce building, gymnasium with swimming pool, library and stadium.

The library has certain unusual features, however. The reading tables are single-sided with sloping tops and are set at such an angle to the north win-

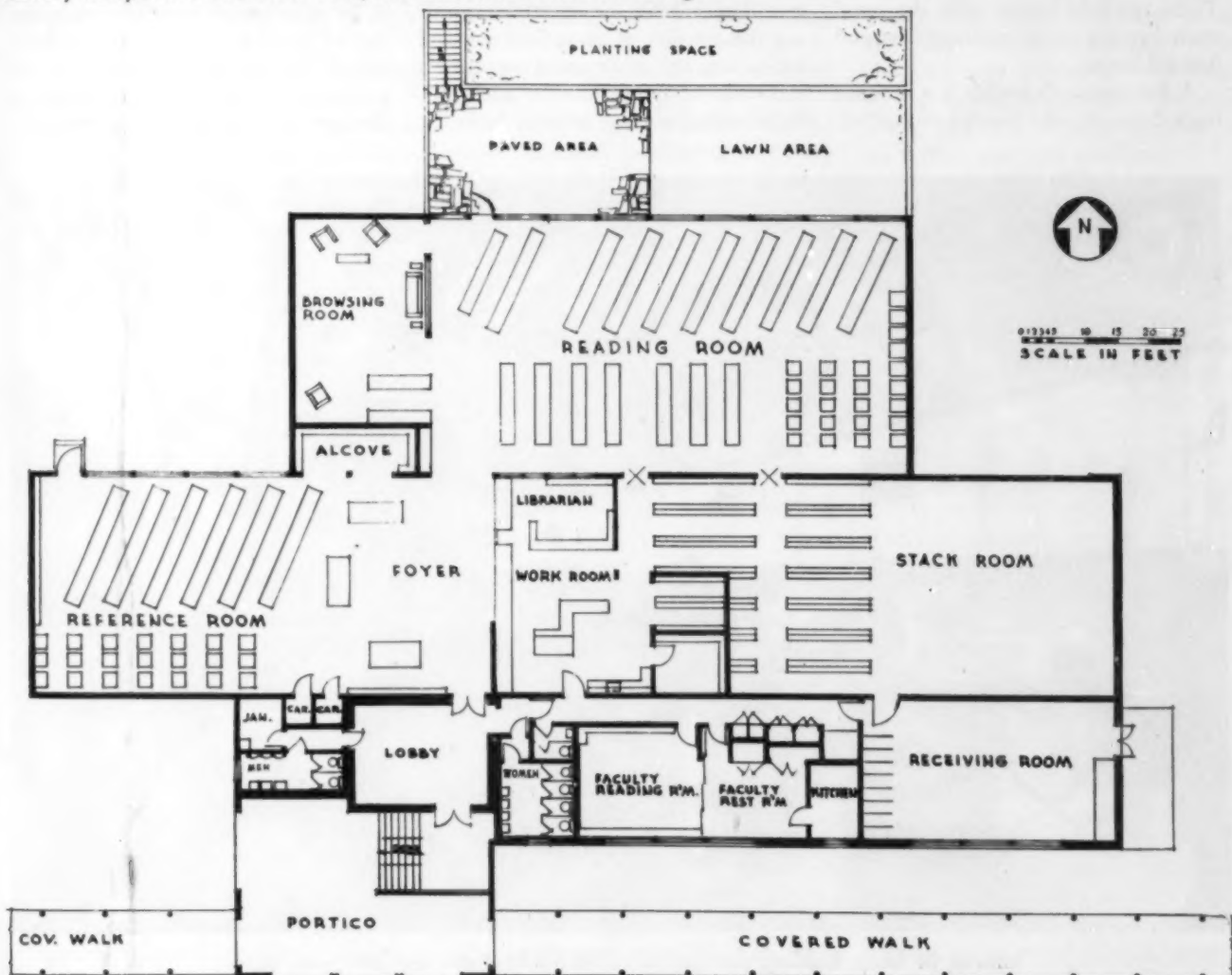
direct). The two lecture rooms, one seating approximately 200, the other seating 75, are without natural light and are provided with forced air ventilation. Each laboratory and lecture room is provided with an individual thermostatically controlled gas forced air furnace in especially designed adjoining rooms. The design provides for the later installation of air cooling units if these seem to be needed, which is improbable, since the ceilings are

well insulated with rock wool. All lecture and laboratory rooms are acoustically treated. Chemistry laboratories and lecture rooms are provided with ample electrical outlets, both A.C. and D.C., and the physics department also has three-phase current available.

All plumbing is readily accessible, mains being outside of the building, and access lines to tables are in metal covered chases in the cement floors. The tables or benches are of special



Library Perspective and Floor Plan, Mount San Antonio Jr. College





Shop Building, one of the other completed buildings in the program.

dows that any glare from the north sky is out of the inner visual field. We consider the sloping tops an important feature in preventing eyestrain and improper posture.

The stadium seats 10,000 and is built in a natural amphitheater, requiring little cut and fill to give ideal seeing. There are field houses with the usual team dressing rooms, public toilets, and first-aid room.

A feature worth noting is a running track built of coke instead of cinders.

The coke is a by-product of a near-by steel mill, whereas cinders are not readily available in Southern California. The track has proved unusually fast and satisfactory.

The gymnasium is a masonry building and provides seating for 1800 spectators. It is acoustically treated so that it will be suitable for assemblies, pending the erection of an auditorium, and for dances and other social events. To this end, the gymnasium has been provided with the usual kitchen facilities.

Wood frame, one-story construction was chosen for the other buildings because it is less expensive than masonry and equally satisfactory. Every room has two outside exits on ground level, so the fire and panic hazard is actually less than in two-story masonry buildings. The expected life of the buildings as far as structural deterioration is concerned is far in excess of the probable useful life of the buildings from the point of view of obsolescence or changes in community requirements.



Interior of Shop Building showing bilateral lighting and modern machinery.

STUDENT WELFARE

becomes a third division of administration as Florida reorganizes

J. BROWARD CULPEPPER

Dean of Student Welfare
Florida State University

WITH THE END OF WORLD WAR II Florida State University, along with other institutions of the state and nation, found its old patterns of procedure literally swept aside. The legislature of 1947, confronted with the need of providing higher education to Florida's returning veterans and its ever increasing numbers of young people, made the University of Florida at Gainesville and the Florida State University at Tallahassee coeducational.

Almost overnight the enrollment of Florida State jumped from the prewar figure of 1800 women to 3800 men and women, and last year it jumped to some 5200 students, 2000 of them men.

Such amazing increases necessitated rapid and comprehensive planning if educational standards were to be maintained. Accordingly, the administration initiated a two-way program of action. The first objective was to strive in every way possible to maintain the high academic standards at the institution. The other was to expand the counseling, guidance, clinical and welfare services to students.

It was soon realized that it would be necessary to reorganize administrative procedures in order to carry forward the two-way program. Accordingly, it was decided to divide the university administratively into three areas of responsibility, all being immediately responsible to the president, who in turn is responsible to the board of control. The first division was to be headed by the business manager.

The second division involves those areas of instructional activity that fulfill the very purpose for which the institution has been founded. In this area are centered the seven schools and colleges of the university, each headed by a dean.

The third area is the division of student welfare headed by a dean. In reality, it is the responsibility of this division to extend services to students and to assume responsibility for them

in all of the activities involving the student outside the classroom. Involved in this broad scope of activities are admission and registration activities, educational and social counseling, health counseling, vocational counseling, medical services, housing, recreation, intramural activities and athletics, and student feeding. In addition to these services, the division assumes responsibility for providing scholarships, student loans, and work opportunities to students. An office has been set up to provide test services, and another office has been provided as a means of maintaining cumulative personnel records.

The dean of student welfare has the responsibility of integrating as closely as possible all of the various administrative offices having the responsibility for developing these various services for students at the university.

Admissions: The office of the registrar is conceived to be a part of the other service activities of the university. Since the office is considered to be a part of the area of student welfare, all activities relating to the entrance of the student into the university have been centered here.

Counseling Services: As a means of placing students in a position where they may succeed best at the university, the personnel and counseling program has been organized administratively into four divisions. They are (1) educational counseling, (2) personal and social guidance, (3) health counseling, and (4) vocational guidance and placement.

If this four-way program is to succeed, it necessarily must be conceived as an integrated whole, each area contributing to the most successful adjustment of the student and following through by reference to the other areas in the counseling program when there is need for this by the student.

Such agencies as the bureau of test services, the psychological clinic, and other similar clinical services now existent or to be created upon need are invaluable to the complete success of the program.

Educational Counseling: If students are to pursue those courses best suited to meet their needs, they will necessarily have to know the scope of the courses, their general purposes, and what can be gained as a result of taking these various courses. In addition, it will be necessary for them to know the course sequences required and something of the plans provided for general education experiences at the university. A plan has been developed whereby educational counselors of the faculty may work with individual students in helping them to solve their academic problems.

Personal and Social Guidance: All students are confronted with various personal and social problems that should be solved properly if students are to benefit most from their college experiences. Services have been and are being developed to give this sort of help. Since the large majority of students are housed in university residence halls, residence hall counselors live there also, thus being in a position, because of their understanding, training and nearness, to help those students having personal and social problems. A fine esprit de corps has been developed between counselors and students and, as a result, many students are finding satisfactory solutions to personal and social problems which, if allowed to continue, would result in failure for the student.

Health Counseling: While a health program has been in effect for some years, the health program as it is now envisioned will move from the concept of remedial activity to that of preventive medicine. As rapidly as it can be developed the program will include in its scope physical examinations for students annually; the obtain-

ing of medical histories from family physicians; appraisal of the health status of absentees; care of emergency and accident cases; clinical provisions for students having problems of a physical, emotional or mental nature; plans for making the school plant more hygienic; notification of instructors and administrative officers of disabilities of students; nutritional studies and consultations, and other similar activities that will lead to improved health on the part of students and faculty.

Vocational Guidance and Placement: The university has had an enviable record of successfully placing its graduates. This service is being expanded, and plans are under way for ensuring adequate vocational counseling services to students during their years at the institution. In time the program may extend to follow-up of these students placed, with refresher courses and rehabilitation work planned where needed.

Housing: A director of housing for men works directly under and with the director of counseling services for men. A director of housing for women has this same relationship with the director of counseling services for women. Recreational rooms, social areas, kitchens, laundry rooms, and other facilities necessary to provide a more home-like atmosphere for students in residence halls are considered essential. These facilities are used by the students with the help of the residence hall counselors so that they may have desirable social experiences that will further equip them for successful living.

Recreational and Intramural Activities: Two student unions are available further to meet the recreational and social needs of students. Ballrooms, reception rooms, lounges, play rooms, a soda shop, and a snack bar are available to students for their relaxation and enjoyment. Student body offices and student committee rooms, as well as offices and workrooms for the student publications, are located in the student union buildings. Directors of the buildings work closely with students in planning dances and other recreational activities scheduled for week ends.

The university owns a 45 acre camp on a beautiful lake, 3½ miles from the main campus. Sleeping accommodations for some 200 persons are available, and from the use of student money accumulated from student activity fees docks, bathing houses, boat-

ing facilities, outdoor stoves, picnicking areas, hiking paths, a shooting range, a small golf course, an athletic field, and other similar recreational facilities have been and are being developed rapidly. A broad program of intramural activities has been planned and developed for both men and women.

Athletics: With the coming of co-education a full program of intercollegiate athletics has been developed. Through the director of athletics, the university has played an important part in organizing the new Dixie Conference, whose members have committed themselves to the principle that no participating institution may offer scholarships to its athletes. Some of the features of the athletic program are unique. The Tarpon Club, a women's swimming organization, has gained national reputation for its rhythmic and patterned swimming. In gymnastics the university has developed an annual circus program of which it justly can be proud. Every effort is being made to hold the athletic activities in their proper perspective with all of the other instructional and learning experiences of the institution.

Food Services: With the rapid expansion of the university's enrollment, the problem of feeding students and faculty balanced meals under proper sanitary conditions has been greatly increased. To facilitate feeding large groups, the five dining halls served by one great kitchen system have been reorganized. Cafeteria service is now provided in each of the dining halls. In matters involving student welfare the chief dietitian and the dean of student welfare work together closely and cooperatively. Where business matters come into the picture the business manager of the university joins them in their deliberations.

OTHER SERVICES TO STUDENTS

Religious Experiences: Through a religious workers' council, the local churches, and religious student houses, students at the university are given every opportunity to participate in wholesome and desirable religious experiences.

Mental Health Clinic: Through the mental health clinic many typical college problems are handled, including such things as feelings of inferiority, psychosomatic disorders, inability to establish adequate social relationships, marital and premarital counseling, extreme withdrawing and extreme regression, varying from mild maladjust-

ment to, but not including, problems of such severity as to require institutionalization. To assist in these activities, a psychiatrist is available for consultation.

Psychological Clinic: The services of this clinic are available to any student having difficulty with his academic work. Such problems as reading, speech or study difficulties are dealt with, and every aid possible is given in helping the student adjust successfully.

Financial Assistance: Students needing financial aid are encouraged to discuss their financial problems in the office of vocational guidance and placement. Through a committee on student help and through a loan and scholarship fund, many students find answers to financial problems, thus enabling them to pursue with success their academic work.

Testing Services: Through the bureau of test services a wide variety of tests is available to students. A full program of testing is being developed for the purpose of assisting counselors in working toward successful adjustment of students to university life. Opportunities are provided through testing to assist students in making wise vocational choices.

Counseling Records: Records relating to counseling and guidance services are housed in the office of personnel records. Administrative officers, faculty members, and counselors are invited to use the materials on file in this office. Those engaged in counseling activities are encouraged to keep current the cumulative records of the students. Counselors have a two-way responsibility with regard to the records office—that of using the records assembled for counselors and that of adding to the records as they work in helping students.

The student welfare plan has been in operation at Florida State University for three years, and it has gone far enough in development to indicate that it is a highly satisfactory one. The foundations of the plan of procedure have been developed, and now those having the responsibility are moving forward to fill in the various phases of the program needing smoothing over and minor modifications. As time goes on the university more and more will be able to serve its students so that they will be assured of every opportunity to take the greatest advantage of the educational opportunities existent at the university.

There is a decided incentive for management to practice sound personnel policies that will promote stable employment.

PERSONNEL ADMINISTRATION TODAY has become an important adjunct to sound business practice in modern management inasmuch as production—in an office or in a plant—largely is dependent upon the judicious placement of workers. This efficient or judicious placement requires the matching of human aptitudes and job specifications, the matching of men and machines, the harmonizing of labor leanings and management musts.

Inasmuch as workers expect and deserve attention, it is necessary to set up a personnel procedure that will evaluate each worker's traits, aptitudes and abilities. No employee can be considered merely a cog in a wheel. He realizes that his ability and performance should be given prompt consideration, and his desires in the way of advancement should be anticipated whenever possible.

This means that management today must have facts and not surmises, facts that can be analyzed for making intelligent promotions and other types of personnel actions. It is only from complete personnel records that such facts can be obtained. Records are indeed "factfinders." Readily available facts permit proper job evaluation and placement so that the man will match the job.

Labor turnover is costly in more ways than one. Besides its contribution to increased manufacturing or operating costs, there is the direct cost of employing and training the new worker. Furthermore, familiarity with the institution's policies and procedures, and friendship with other employees result in more efficient and economical operations as well as in a lower labor turnover.

There is, therefore, a decided incentive for management to practice sound personnel policies that will promote stable employment. With a definite program set up for all personnel activ-

From a paper presented at the Southern Association of College and University Business Officers' Institute, Atlanta, Ga.



Establishing and operating a central system of

PERSONNEL RECORDS

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ities, employees' loyalty will grow and institutional efficiency will definitely improve. Certainly the logical and efficient maintenance of the necessary personnel records represents the backbone of any comprehensive personnel program.

RECORDS MUST BE ACCURATE

The necessity for accurate and complete personnel records has increased manifold in recent years as the result of government regulations involving withholding tax, workmen's compensation laws, Veterans Administration laws for on-the-job training, health laws for food handlers and certain other types

of personnel, as well as the pending social security legislation that almost certainly will be expanded to include many colleges and institutions. Also, there is the important need for personnel records for the part they play in enabling an institution to retain a favorable position in competitive labor markets. We must know where we stand before we can decide where we are to go and how we are to get there.

Briefly, the routine in a scientifically planned personnel department is as follows:

1. Each employment requisition and job specification must be matched with an applicant whose experience and

ability "tune in" with the work to be done. To accomplish this, a careful study must be made of the data furnished by the applicant. This, of course, must be supplemented by interviews by the personnel interviewer and department heads.

2. If the applicant appears acceptable, a physical examination then might be in order to ensure that the applicant's health will not handicap him in the work to be done.

3. When the applicant is employed, notification of employment is sent to the personnel department and other interested department heads.

4. The service history record is then completed and all application papers and other pertinent data are transferred to the permanent history file.

5. Various operating records as are later developed during the tenure of the employee's service provide additional information for posting to the service history record and for retaining in the permanent history file.

6. Finally, a cross reference index makes it possible for employees to be located quickly by department, seniority or job classification.

SIX CATEGORIES

This routine may be broadened or narrowed to the extent necessitated by existing programs of operation; however, for purposes of discussion, the

personnel record forms and files—which constitute the tools of planned personnel management—can be divided into six categories:

1. *Application Form.* The application form is generally the employee's first contact with the organization. Naturally, it must require answers to many questions in order that the capability of the applicant may be judged accordingly. The form should be simple, yet complete enough to cover all the necessary facts that may affect the future of the employee.

2. *Application File.* The original application should be retained and kept readily accessible for future reference. Confidential correspondence, letters of recommendation, and all test results should be attached to the application. One logical manner of retaining these applications is to file them according to a job breakdown that more or less matches the jobs of the institution, and then to cross-reference them alphabetically. Thus, the original applications may be utilized efficiently from a job breakdown point of view or from an alphabetical point of view.

3. *Job Record.* For effective operation of the organization, complete specifications of the requirements of each job should be kept on file. This record should include a detailed analysis of the work to be performed, the

required qualifications of the worker, and an evaluation of the worth of the job so that minimum and maximum wage scales can be established.

4. *Service History Record.* The service history record represents a complete and concise record of all active employees, providing a perpetual inventory of the worker's aptitudes, abilities and accomplishments. It is an essential factor in the well organized personnel department; in fact, this record is frequently referred to as the key record of personnel management. It provides data for filling vacancies, for planning promotions, for effecting wage increases, and for meeting the many employee adjustments that clamor for attention. This service history record of the employees is adaptable to tickler systems and thereby becomes the foundation of personnel records.

5. *Employee's History File.* Supplementing the service history record, copies of operating forms pertaining to the employee should be retained in a folder readily available for providing substantiating data on which to base subsequent activities. These original records also may be required to show the reasons for actions taken in regard to an employee. Upon the termination or resignation of the employee, either the service history record should be merged with the employee's history file or the data from the employee's history file should be summarized on the service history record; the latter thereby will become the inactive record to be maintained.

6. *Cross Reference Record.* A cross reference record that lists the employees alphabetically by names as well as by department, or by such other categorical breakdown as appears desirable, is necessary in order to make available the complete facts about the employees in any desired classification. This record simplifies the work of employees in the personnel department and saves valuable time in collecting up-to-the-minute personnel data.

GUARD RECORDS CAREFULLY

Because of their extreme importance and confidential nature, all personnel records should be protected carefully against intrusion, theft, inquisitive eyes, and loss by fire. Active and valuable operating records also should be protected, even though they are not irreplaceable. Personnel working with such records also should be instructed carefully as to the importance and confidential nature of these records.



All personnel records should be protected carefully against intrusion, theft, inquisitive eyes, and loss by fire. Those working with such records should be instructed as to their importance and confidential nature.

PORTION CONTROL *from the purchasing point of view*

A RECENT STUDY ON PORTION control and food costs states that one of the more important steps in controlling portion costs is the correct purchase of the foods that are to find their way ultimately to the table.

Since 1938 our approach to this problem at Purdue has been through (1) predetermining our needs by item, quality, variety, count and fill; (2) completing specifications that allow vendors to bid intelligently on our requirements; (3) setting up a competitive buying system; (4) checking and inspecting all deliveries.

Our first step in developing such a program has been to determine which food items most adequately fill the requirements of our various feeding units. We recognize that different kitchens may have different needs as to variety, grade and count. We allow certain necessary tolerances to stand. However, we hold each food manager responsible for using his special requirements once they are purchased. Through a series of conferences we have devised a combined requirement list for the majority of our items.

The use of this specific requirement list for the kitchens plays an important part in our system of portion control. The dietitian, knowing in advance what product she will receive, can develop a series of feeding charts based on so many cases feeding so many people. It is the job of the purchasing department to see that these standards are maintained. It is a mathematical fact that the change from a 35-40 count fruit to a 20-25 count increases the cost per portion from 50 to 75 per cent.

It also is evident that if our requirement list calls for tomatoes with a 72 ounce drained weight, and one company submits samples 16 ounces below this weight, the product will not be a good buy for us under any condition if our program of predetermined portion control is to operate efficiently.

Our next step has been to devise specifications that give each vendor competitive opportunity to bid on our requirements. We realize that there

is a wide variation in the quality of canned foods as labeled by various vendors and that the fancy label of one house may be equal to the choice grade of another house. Therefore, we have based our purchase specifications on the standards of the U.S. Department of Agriculture and on those of the Northwest Cannery Association and the California Cannery League when the Department of Agriculture standards were not available. With such a set of specifications the vendor can bid on our requirements as specific items and not as generalizations.

Once these steps were completed, we had to introduce a logical system of buying. Thus we can evaluate the quality of foods available, the suitability of these foods to the needs of our feeding units, the consistency of the grades of products available from individual vendors, the relative grades of products available from all sources, and the difference in prices of brands supplied by various vendors. We have developed the following system of pre-testing.

TWO SAMPLES REQUESTED

We request two samples of the item and the size of can from each vendor who cares to bid for our business. We explain by letter that we are grading the samples because we recognize there is considerable variation in quality within a grade, and by this procedure we can give recognition to the best items offered and establish competition on the basis of quality as well as price.

When all samples have been received, we strip the labels from one can of each item from each vendor and assign code numbers to the cans so that the grading can be done with complete impartiality. We send all unlabeled cans to the food testing laboratory, where they are then cut against like cans from competitive vendors. Drained weights are recorded and the

products are graded and scored, U.S. Department of Agriculture official grading specifications being used. Flavor and appearance are especially scored on all items and, in the case of fruit, the count and size are checked and the sirup density is noted. In this way we are able to assure ourselves that we are getting the exact items for which we have the greatest use.

After the grading is completed, we call in the food managers of the various residence halls and the union and get their opinions on the products. If there is a question as to whether or not a certain item will hold up under cooking conditions, it is cooked. This has been done specifically in the case of spinach and apples. The opinions of the food managers have been of the utmost value in determining these requirements, and sometimes certain items, although they may meet the government standards, have been rejected because of some characteristic that proved undesirable for the managers' specific uses.

Samples of like items are always cut together. We have found that this is an invaluable aid in determining our preference. An item that in itself looks to be an excellent piece of goods may look shoddy in comparison with another pack that by far exceeds the requirement of the government standards. We feel that the side-by-side comparison of these goods is the greatest effective tool in obtaining the highest quality available. This practice is opposed to the principle of first obtaining bids and then cutting samples that may have the best price. An item judged individually may seem very acceptable, but only when it has been graded side by side with the entire offering can you determine where it lies within a particular scoring grade.

After the grading is completed and the preferences are recorded, the names of the vendors and the brand names

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are inserted on our grading sheet. These sheets are returned to the purchasing department, and bids are prepared for the vendors who have been given satisfactory grade scores. We make up requests for quotations on our regular form for each source of supply. These contain only the items that have been graded acceptable. They ask for prices on definite amounts to be delivered from the new pack, which must be equal to the samples of the stated code number from the previous pack, and they state that deliveries will be checked against duplicate samples in our possession and rejected if inferior.

Rejection is seldom necessary. The first year four samples were rejected from the shipment: one was replaced by the vendor; three were returned, and new orders were placed elsewhere. Last year none was rejected. The appearance of one was questionable, but the flavor was found to be superior to that of the sample submitted; therefore, the pack was accepted. As a matter of interest, five items were found to be superior to the samples submitted at the time of checking.

When the quotations are received, the purchasing department compares the prices and makes the choice of each item on the basis of quality and price as indicated by the grading record. It should be noted at this point that we buy neither the cheapest nor the highest priced, but what would seem to give us the most effective buy, price and quality considered. At this time we collect the duplicate samples needed to check against deliveries and return to the vendors the samples that will not be further needed.

As the new-pack deliveries are received, we withdraw one can of each item and send it to the food laboratory, where it is tested against the sample previously submitted. If there is a question about suitability of delivery, we call in department managers for their opinions. Once the sample is approved, the entire pack is approved for use on the campus and withdrawn from the stockroom according to our regular procedure.

The necessity of the last check should be emphasized. The entire procedure is a loss of time and money unless the check is made to determine whether or not the final shipment meets the quality of the samples. It is one of the oldest tricks in the food game to submit samples of one quality and ship another. It is no indictment

of the food industry that such a thing takes place; rather, it is an indictment of individual concerns for shady practices and an indictment of the food buying group for not making such checks.

As a result of our program, we have found the following to be true:

1. No one company or label has a corner on quality. In some cases items from a vendor always grade low and are rejected. In the majority of cases a part of the canned foods from one vendor grades high while another part is rejected or has only an average score. This creates an opportunity to eliminate those vendors with highly variable ratings and retain those who consistently score high.

2. Prices of products from different vendors have a wide range of variation. Some vendors quote higher or lower prices on all products than do other vendors, while some vendors quote an average price on all products.

3. Price is not an indication of quality. Many items with high numerical scores and high ratings have low prices. As an example of variation on items, there was a variation of \$5 per dozen on two items of fruit cocktail which were considered equally acceptable. By purchasing the lower priced item, we were able to pay for the entire cost of the testing program that we had set up for the year.

4. The grading procedure should be done by a trained person capable of accurately scoring food by government standards.

5. Grading of like items must be done at the same time in order to reflect properly the difference of quality within a grade.

6. Scores and prices from the same vendors' products vary from year to year because of change in sources of supply, changes of personnel within the organization, and climatic conditions in the district in which packing plants are situated.

7. A check of the shipment against the sample is necessary.

PRACTICAL FOR SMALL SCHOOL?

Can a small school successfully operate a program such as this?

I should like to point out certain savings that we made during the last year. Because we do obtain competitive bids and we do choose quality and the lowest bid within the quality or the lowest bid that is suitable, we are able to make an appreciable sav-

ing. However, occasionally price does not enter in as we decide that, all things remaining equal, we want a particular item. But on a small purchase of 3100 cases of selected items during the fall of the year, we saved against our purchase price, as opposed to the average bid, \$1,619.60; and against the highest bid, \$3,468.60. Small schools could make savings proportional to these, based on their volume of purchases throughout the year.

Like the buyer in the large school, the food buyer in the small school, without a considered approach to the food buying problem, is confused by the claims and prices of food products offered from the highest quality houses to the most erratic suppliers who solicit orders. Concentration on the highest priced items may cause a twinge of conscience as the buyer asks himself, "Am I paying too much to guarantee myself the best quality available?" Buying from the consistently low priced house also will present its problem in food that is undesirable and sometimes absolutely unusable.

The buyer must be in the position to judge accurately the performance of the bidders involved. To do this, he must do more than accept prices and place orders on the basis of the prices involved. We do not eat the labels or the boxes in which the food is packed. It is the food in which we are primarily interested, and we can determine values only by comparing the goods which are to be used. Price is no indication of the value within a can.

I suggest that the buyer for the small school approach the problem in this way:

Make a study of the requirements of your feeding units based on what foods most nearly suit your needs. These requirements should stress quality of the product, drained weight, and count. The necessity for quality is obvious. However, drained weight and count are where you can stretch your food dollar. For instance, on a sample of peas we found a drained weight variance of 10 ounces based on a 2½ ounce serving. This amounted to four extra servings, or an increased yield of 14 per cent.

As to count, the average fruit item has six different sizes and the size that best fits your requirements creates the most efficient service with the least waste. On the basis of this information, set up standard feeding formulas showing the number of servings per

purchase unit. Divide the cost-per-unit figure by the number of servings available to determine your portion costs. Use this information in developing your written specifications.

If you do not feel that your volume is adequate for you to request samples from all the suppliers with whom you deal, buy one case of each item from each source. Send five cans to the kitchen and retain one can in your stockroom for test purposes. When you have samples from all vendors with whom you deal, start your own testing and evaluating program. If you do not care to undertake this yourself, it makes an interesting problem for the home economics department, and you can get a variety of opinions. Then record your findings in such a way that you can record your prices opposite them and institute your own buying program. You will be surprised how often the item that you like best is one of the lower priced in the group from which you are to buy.

Through the introduction of such a program you will be able to control more effectively your portion costs by selecting and buying those foods which best fit the requirements of your cost-per-serving formulas.

CATERING IS AN IMPORTANT PART OF AN INAUGURATION

THEODORE W. MINAH

Director of Dining Halls
Duke University, Durham, N.C.

COLLEGE CATERING COMMANDS careful consideration. This alliteration is borne out most effectively when a university president is inaugurated.

Last October 22, Duke University inaugurated its third president, Dr. Arthur Hollis Edens. Since this was an event of national significance, it was decided in advance that no expense or effort would be spared in presenting an atmosphere of good taste and general excellence.

The program included a formal dinner and a reception for the new university library on Friday night, and,

on the following noon, a barbecue luncheon for the delegates and homecoming alumni. The annual homecoming day was scheduled along with the inauguration—just to make things easy!

The committees were selected with the thought uppermost in the minds of all that the right man be picked for the right job, regardless of faculty rank or seniority. All committees were to be headed up by the dean of undergraduate studies, Dr. Alan K. Manchester, who had the reputation of being an expert on organization. He



At the head table at the inauguration dinner for Dr. Arthur Hollis Edens, president of Duke University, were left to right: Dr. E. C. Colwell, president of the University of Chicago; Mrs. Arthur Hollis Edens; Willis Smith, chairman, board of trustees; Lady Franks; President Edens; Sir Oliver Franks, ambassador from Great Britain; Mrs. E. C. Colwell; Norman Cousins.

lived up to that reputation and, in fact, added to it new luster.

The committee chairman, whose job it was to arrange for all receptions and banquets, asked me to name those persons with whom I felt I could work most efficiently. I was indeed grateful for this gesture. With only six weeks in which to prepare for the occasion, time was of the very essence and I needed the help of those persons who could make decisions that would stick.

Duke University is located in Durham, N.C., a comparatively small city, without a main line railroad. It was necessary, therefore, to get our orders placed far in advance to ensure delivery. When the menus were finally agreed upon and budgets set, I found that I had to order more than 100 items from out of town.

The regular good service for the student body had to continue, but students were cooperative in complying with shortened meal hours and streamlined menus.

INVITATIONS LIMITED TO 450

The dinner in honor of the academic delegates was to be served in the largest of the university dining halls and, since the seating capacity was 450, the number of invitations was limited to that. The room is long and narrow, so with the head table located at one end of the room, it meant that only 10 persons could be seated there. One can imagine the task involved in selecting 10 persons from a group of 450 V.I.P.'s!

The menu selected was:

<i>Seafood compote</i>	
<i>Troy sauce</i>	<i>Cheese wafers</i>
<i>Hearts of celery</i>	<i>Assorted olives</i>
<i>Roast palmetto squab stuffed with Carolina wild rice</i>	
<i>Tomato supreme</i>	<i>Fresh asparagus</i>
<i>Avocado and citrus fruit salad</i>	
<i>Chiffonade dressing</i>	
<i>University ices</i>	<i>Duchess royales</i>
<i>Demitasse</i>	

The seafood compote consisted of lobster, crabmeat and shrimp. This was prepared by Seabrook Farms in New Jersey, frozen and flown to Durham. The university ice was a wafer-shaped mold 4 inches in diameter, on which was a modification of the seal of the university done in blue on a white background. This was made by Southern Dairies.

The dining hall is of true Gothic architecture so the decorations were carefully selected to take advantage of

the beauty of the surroundings. The head table, which was on a platform 2 feet off the floor, was decorated with California tree fern and festoons of laurel roping combined with flowers in golden autumn hues. Garlands were placed on each of the tables.

The tableware selected was consistent with the importance of the occasion.

The guests included the British ambassador, dignitaries from the city, state and national governments, the Duke endowment trustees, including Doris Duke, and 66 college presidents.

Thanks to the cooperation of my committee and marshals from the Women's College at Duke, the guests were seated promptly at 6:30 and the service commenced on time. Ruby Morgan, who had charge of the service, assigned one man to the head table and the rest were served by 20 well trained waiters who were borrowed from North Carolina College, the largest college for Negroes in North Carolina. These students turned out a professional job of banquet service, and they were able to pick up and serve plates from the kitchen as fast as three serving lines could prepare them.

The system used was to divide the waiters into two groups working from opposite ends of the hall toward the center. No tables were assigned specific waiters, but the courses were served and soiled dishes taken away in succession. Since the guests had to attend a lecture by Norman Cousins at 8 p.m. in the university auditorium, it was essential that the service of the meal be as speedy as possible, without the guests being given the feeling that they were being rushed.

Following the address by Norman Cousins, Dr. and Mrs. Edens received at the new library. Mrs. Mary Duke Biddle, the donor of the library, was present and received in the rare book room of the new building.

I believe more effort was expended in planning for the refreshments at this occasion. Two thousand invitations were sent out, and we were reasonably sure most would be accepted. Since a large reference room on the second floor of the library had to be used, it necessitated the removal of large 20 foot tables in clearing the room. The service was a problem since there was only one door leading into the reference room, and the refreshments would have to be supplied from another room.

It was decided to make the refreshments as simple as possible, but in good taste. They consisted of:

Frosted French coffee
Chocolate tobacco leaves
Butterfly pastries
Mints *Toasted almonds*

The leaves and butterfly pastries were made by Avignone Freres in Washington and flown down air express. Despite the paper-thinness of the leaves, all 4000 of them arrived without a crack! I felt that Capt. Eddie Rickenbacker and his Eastern Airlines outdid themselves on that special handling job.

The ladies on the reception committee went all out to make this affair the very best. They borrowed the finest silver and lace in this part of the country. When I found they had borrowed more than \$25,000 worth, I arranged for special insurance and a detective to guard it—just in case.

Everyone seemed pleased with this part of the program. Isabelle Howe, manager of our Women's College dining rooms, had charge of this reception and her Negro waitresses dressed in black taffeta uniforms with organdy aprons and accessories made quite an impression.

SOUTHERN HOSPITALITY

The last minute arrangements for the homecoming barbecue were left in the hands of Jim Miller, one of my assistants. I had agreed to be a delegate for my alma mater and felt that I should at least be in the academic procession on Saturday morning.

About 2000 homecoming alumni, delegates and faculty members enjoyed a feast of barbecued pork, fried chicken, coleslaw, hush puppies, pickles, ice cream and coke. The barbecue was in the process of cooking early that morning and the smell of these young pigs roasting slowly over the bed of hickory coals made a lot of those delegates realize what we folks like about the South.

The people were served out of doors from three lines of service. Paper utensils were used and the cleanup job was reduced to a minimum of effort. All the employees were able to get to the game on time.

Looking at the inauguration in retrospect, I feel that all the careful consideration of that catering job was well worth while. From the letters we have received, I'm sure the new president and all those attending the functions were well pleased.

PARKING *the automobiles belonging to students, faculty*

and visitors can become a real problem

GEORGE GREISEN MALLINSON

Western Michigan College of Education
Kalamazoo, Mich.

THE INCREASE IN ENROLLMENT IN colleges and universities after World War II brought with it a number of problems that had not presented themselves previously to college administrators. Many of these problems were caused to a great extent by large numbers of veterans taking advantage of the educational provisions of Public Laws 16 and 346.

It is common knowledge that the student-veterans are not typical of pre-war students. The veteran is an adult rather than an adolescent in both years and experience. Many are married and have assumed family obligations. To deny these students the privileges of adults, when they have assumed the concomitant responsibilities, is ridiculous.

Among other privileges, the institutions of higher education have allowed veterans to operate automobiles with few restrictions. In addition, the increase in number of nonveteran students has added, although proportionally less, to the number of motor vehicles operated on and about the college campuses.

PARKING SPACE INADEQUATE

Few institutions were endowed with parking space adequate for the automobiles of faculty and students before World War II. The problem of providing such space was multiplied many times after World War II. Western Michigan College of Education (enrollment approximately 5000) encountered these problems. As a result, a new parking committee, the fourth, was appointed by the administration to seek a solution.

This committee made a survey of policies and procedures adopted by other institutions. Questionnaires were sent to 75 colleges and universities, and 48 usable replies were received within the period of a month. Replies that came in later failed to elicit other policies or procedures that were novel or significant.

An attempt was made in the survey to get a report from at least one institution in each of the 48 states. The great majority of institutions contacted were those likely to have parking problems similar to ours, which meant that such institutions had a number of students who lived off campus and were likely to drive. They either were small institutions located in large towns where parking facilities were limited by urban development or were large institutions with enrollments of more than 5000 that might have ample land facilities in the environs of the town.

EXCEPTIONS IN SOME CASES

Of the colleges reporting in the survey, 39 allow students to operate automobiles; nine institutions do not. However, in the case of those forbidding the use of student operated automobiles, exceptions are made in the cases of those physically handicapped, commuters, graduate or special students, and those who need their cars for business. In other cases, those 25 years of age and over, or married students and veterans, are permitted the use of automobiles. An exception also is made when a student needs an automobile in connection with his college activities, such as a team manager. However, the institutions involved thoroughly investigate the reasons for the exceptions before granting them. In all the institutions reporting, the faculty is permitted to operate automobiles on campus.

In regard to registration for driving privileges on campus for those attending classes, 22 colleges require the students to register; 26 colleges do not. In 16 institutions the faculty is required to register, whereas in 32 institutions this is not the rule.

In most institutions some means of identifying the registered cars is used, such as stickers, with 25 colleges reporting this practice and nine colleges

requiring the use of special metal tags or plates. Such registration ranges from those institutions that make tags or stickers available without charge to those that charge a fee of \$2.50. In most cases, student registration is temporary and renewable each year, but the majority of the institutions report that faculty registration is usually in effect as long as the individual is employed by the college.

In general, most institutions make some provision for special or restricted parking areas. Forty colleges have established special areas; eight have not made provision for such parking space. In 40 institutions faculty members are permitted to use parking areas; three report denying this privilege to the faculty. In 23 institutions the faculty is required to register for use of special or restricted parking areas, but in 15 no such requirement is made. Student operators of automobiles, however, are allowed to use parking areas in 34 of the institutions. In at least 18, special student registration is required for the use of special or parking areas, whereas 15 institutions require no such registration.

FIRST COME, FIRST SERVED

In the use of most parking areas, the students and faculty may occupy any space they choose on a first-come, first-served basis. This practice is followed in the case of 33 institutions reporting in this survey. In seven institutions, areas for parking are designated on the basis of separate areas for faculty, students and employees. Members of these groups are permitted to use any space available within the areas so designated. In other cases, institutions require that special space within designated areas be occupied by certain individuals' cars.

In the main, the parking areas on campus are set aside on a geographical

location basis, which means that students, faculty and staff members are expected to share designated areas near offices or classrooms where they spend a major portion of their time. When other specific areas are used in parking, the colleges report that automobiles are identified by different colored stickers or by tags in different numerical series. In the case of 12 colleges, persons with severe physical handicaps are assigned specific parking space, even though there may be no other allocations on campus.

In regard to the amount of parking space provided, most respondents feel that the space allocated for parking areas is inadequate.

When it comes to accommodating visitors and guests, the survey reveals that 21 of 48 colleges make no provisions whatsoever for the parking of cars belonging to guests and visitors. In the other 27 institutions, the visitors are allowed to park in diverse ways: in any vacant space; in the faculty section; in a general parking area; for a limited period of time in a zoned area, or in a small guest area set aside to be used after a courtesy permit from the personnel office or the person on police duty is obtained.

Thirty-five institutions report that parking space is available other than that provided by the college. This generally consists of parking on the streets in accordance with city ordinances or in private parking lots or near-by vacant lots. Eight institutions depend entirely upon such facilities but consider it to be an unsatisfactory means of solving the problem.

USE COLLEGE POLICE FORCE

In attempting to control parking on campus, 33 of the colleges depend upon the college police force to enforce parking regulations. Twenty-eight of these institutions authorize the college officers to issue parking tickets and summons; the other five permit their police to serve as patrolmen only.

The matter of controlling parking through the use of police personnel is governed to a great extent by the group that owns the property upon which the college is built, the legal authority of land-grant colleges, ramifications of state owned property, and state laws concerning the rights of groups other than governmental to levy fines.

In some cases employees of buildings and grounds departments merely no-

tify persons of violations, and the parking area's gatekeepers may refuse admittance or eject violators. In other cases the campus police work in cooperation with the state police in enforcing parking regulations.

Of the 48 colleges reporting, 41 levy penalties against violators. Thirty-eight of these levy monetary fines; 10 upon the first offense and 25 as the terminal penalty. In most cases the first offender finds a reminder card under the windshield wiper, and the second offense draws a fine.

FINES RANGE FROM \$1 TO \$15

The range of fines varies from \$1 to \$15, depending upon the number of offenses. In most cases the extent of the fine depends upon the type of violation rather than the frequency, *i.e.* overtime parking, \$1; parking in an area assigned to others, \$5; parking in front of a fire hydrant, \$15. For those persons who persist in violating parking regulations, the right of the individual to drive on campus or to park is withdrawn. In the case of students with persistent violations, suspension from the college sometimes results. In many cases, employees are discharged.

A number of unique penalties are used effectively, such as deflating the tires of the violators or towing cars away and charging for the service before the cars are returned to the owners.

In at least 20 colleges, student violators appear before the dean of men or a student tribunal. The faculty and other employees appear before a high administrative officer, a faculty committee, or a local magistrate. The opinion of most respondents is that student offenses can be enforced adequately by college authorities but that the faculty offenses can best be handled by the state or county courts. College action against faculty members invariably creates trouble.

It is accepted as fundamental that regulations are of no value unless penalties for violation are established and means for detection of violators and levying of penalties are provided. Further, many respondents emphasize that the enforcement and penalties have to be sure and impartially administered.

In addition to reporting on parking problems, the survey reveals that many aspects of traffic are being regulated, such as enforcement of speed limits, restrictions on reckless driving, pro-

hibition of defective equipment on automobiles, and provision for one-way traffic. Enforcement of these regulations or penalties for offenses are handled in the same manner as are parking regulations and their enforcement.

Of the 48 institutions reporting on the survey, 35 declare that their parking problems have not been adequately solved. All the colleges that consider their parking problems solved indicate that regulations are being enforced. No college admitting lack of enforcement thinks that its parking problem is solved.

It can be assumed, therefore, that by adapting the successful policies and procedures described herein to the local situations, *and enforcing such policies and procedures*, an adequate solution to the parking problems may be effected by colleges and universities.

The following comments are indicative of the attitudes taken toward the parking problem by members of some of the various institutions.

COMMENTS RECEIVED

"I might add in closing that the flat tire treatment is most effective. Some enemies are made but it effects order instead of chaos."

"Students who feel it desirable to bring an automobile to college but have no real need for one should select another institution."

"We are acquiring vacant lots in the area as rapidly as our finances permit, but it will be many years before any real solution for the problem is attained."

"I am quite sure that the only reason we have a parking problem is that we haven't made penalties strong enough. As soon as the students and *faculty and staff* found out we were not going to fine them, as we threatened to do, they just parked all over. We have ample off-campus parking facilities within 10 minutes' walk of any place on the campus, but everyone uses the nearest spot."

"I believe the parking problem will partially solve itself as the number of veterans declines."

"Many faculty members are just too lazy to apply for new permits. They are a headache. The whole business is a headache. 'Tis one of those damned-if-you-do, damned-if-you-don't propositions."

"Am sending you a copy of the statement that we give each student. Luck to you and God help you!"

NEWS

Protest Charges that V.A. Has Overpaid Colleges . . . Craft, Trade and Industrial Training Popular With G.I.'s . . . Wayne University Bars Communists . . . Program for N.A.E.B. Convention . . . Loyalty Oath or Dismissal for U. of California Faculty

Educators Deny Schools Profit From Veterans' Tuition

WASHINGTON, D.C.—A Congressional bill, H.R. 7057, which prohibits the Veterans Administration from requiring institutions to deduct endowment income by virtue of the Morrill Act and other similar federal funds when computing the estimated cost of teaching, was passed by the House of Representatives recently on a roll call vote of 245 to 101 and forwarded to the Senate.

The measure will affect more than 70 institutions involved because of the fact that they are recipients of federal funds under the Morrill Act. For example, in the case of the University of Illinois, the House measure would mean approximately \$500,000 to the university and varying amounts to other land-grant colleges.

Vigorous protest against the Veterans Administration ruling and the position taken by a representative of the general accounting office was submitted by Arthur S. Adams, president of the University of New Hampshire, and Lloyd Morey, comptroller of the University of Illinois. Mr. Morey stated that charges by the federal general accounting office that land-grant colleges have made a profit out of government contracts for veterans' tuition were contrary to fact and unfair to the institution. The general accounting office is said to have based this accusation on a report of the U.S. Office of Education for 1948 showing transfers from "current funds" of \$20,000,000 for "plant extension," he stated. Mr. Morey went on to say that universities and colleges, being non-profit organizations, do not enter depreciation on plant and equipment as an operating expense.

"On the other hand," he added, "expenditures for replacements, minor re-

modeling, and rehabilitation regularly are met out of current income. If depreciation were allowed on the billion dollar plant of the land-grant institutions, it would exceed the sum reported as having been appropriated out of the current income of these institutions for 'plant' replacements."

According to Mr. Morey, maximum tuition collectible by land-grant colleges on V.A. contracts "is less than half the total direct costs of instruction, not including depreciation or plant replacement."

"In other words," Mr. Morey says, "the states are more than matching the sums paid by the government in operating costs alone, and in addition have supplied millions of dollars necessary for expansion of plant. The Veterans Administration and the general accounting office have no ground for their accusations that land-grant institutions have been overpaid."

Cooperative Engineering Scholarships for 13

EVANSVILLE, IND.—Thirteen industrial firms of Evansville have decided to sponsor a scholarship for 13 senior boys in Evansville high schools who wish to participate in a cooperative engineering program.

After the first year, students in the cooperative engineering program of the college alternate quarter by quarter, working in industry and attending college. In this way it will be possible for them to earn enough money to pay their expenses and continue in college until they are graduated.

To be eligible, a candidate must rank in the upper 35 per cent of the boys in his class, and must be mathematically and mechanically inclined. Candidates for the awards are to be nominated by high school principals upon recommendation of student counselors.

Course Below College Level Showing Only Increase in G.I. Bill

WASHINGTON, D.C.—A recent survey of college enrollments by the Veterans Administration revealed that only one major category of G.I. bill training—craft, trade and industrial training offered by schools below college level—is attracting a continually increasing proportion of World War II veteran students.

Other than that one exception, the course-by-course ratios of veterans enrolled in all types of G.I. bill training—classroom, on-the-farm and on-the-job—have remained fairly constant over the past several years.

Among veterans in college, proportions taking various courses over the last three years have shown little significant change. Following are some examples:

In 1949 a total of 23 per cent of the veteran college students was taking liberal arts courses, compared with 24 per cent in 1948 and in 1947.

Business administration and other business courses accounted for 20 per cent of all veteran college students in each of the three years.

Engineering courses in 1949 attracted 14 per cent of the veterans in college; 15 per cent in 1948, and 18 per cent in 1947.

Enrollments in teaching courses totaled 9 per cent in 1949; 8 per cent in 1948, and 7 per cent in 1947.

Medicine and related subject courses accounted for 6 per cent of the college students in 1949; nearly 6 per cent in 1948, and 5 per cent in 1947.

The number of veterans in college under the G.I. bill has been dropping over the last three years, the V.A. study disclosed. In 1949 the total was 735,000; in 1948 it was 981,000, and in 1947 G.I. college students numbered 1,150,000.

Bars Red Members From Programs at Wayne University

DETROIT.—Charging that the Communist is not to be regarded merely as an ordinary citizen of a minority political party, but as an enemy of our national welfare, David D. Henry, president of Wayne University, stated recently that Communist party members would be barred from participation in the university program.

Dr. Henry's announcement was made in connection with his disapproval of a recommendation from the university program planning committee that Herbert J. Phillips, avowed Communist who was discharged by the University of Washington, be allowed to appear in a debate with a Wayne professor on the subject: "Should a Communist Party Member Be Allowed to Teach in an American University?" The committee had previously approved the program by a six to three vote.

President Henry's statement to the university program planning committee is as follows:

"Following our thorough discussion of the issues involved in the proposed scheduling of Herbert J. Phillips, an avowed Communist, to debate at Wayne University, I have decided to endorse the minority position of the committee and not to concur in the recommendation that the suggested program be approved.

"Mr. Phillips' offer to give a free lecture or forum participation has been made to student organizations in a number of colleges and universities. His letter is from an address in New York, identified as the headquarters of the Civil Rights Congress, an organization cited by the Attorney General of the United States as subversive and reported as a source of finance for the defense of the 11 Communist leaders recently convicted of conspiring to teach the overthrow of the government of the United States by force.

"It is obvious that there is an organized attempt to bring Mr. Phillips before student audiences throughout the country, and I do not wish to have Wayne University be an instrument in such an effort. I cannot see that it serves any true educational end to have Mr. Phillips or any other Communist party member use a campus program as a means of advancing the

purposes of a group designated as subversive or led by individuals adjudged subversive.

"In making this decision, I recognize that I am establishing a precedent for a new policy at Wayne University. In other years I have held that even a Communist should be heard in an educational setting should there be an opportunity at the same time for the expression of contrary points of view.

"It is now clear, I think, through actions of the United States Congress, the Attorney General of the United States, and court decisions, that the Communist is not to be regarded merely as an ordinary citizen of a minority political party, but as an enemy of our national welfare, dedicated to violence, disruption and discord. By securing academic setting for his propaganda, he succeeds in his purpose of leading the public to believe that their colleges and universities are hospitable to the objectives of the Communist party. I cannot believe that the university is under any obligation, in the name of education, to give him audience. I believe that communism and the issues related to it are appropriate subjects of debate and discussion in a university. I do not intend, however, to approve the participation of any Communist party member in any university program.

"Because I believe that faculty judgment should be expressed in connection with any new university policy, I shall ask the university council in normal course to review the policy arising from my decision in this matter, and to record its disagreement or concurrence."

Ohio State Reports Record Gifts in 1949

COLUMBUS, OHIO.—According to a report made recently by the board of directors of the Ohio State University Development Fund, the fund established two new records in its 11 year history when 14,555 graduates, former students, and friends contributed to it more than \$339,000 in 1949.

The number of gifts received last year exceeded by almost 10 per cent the previous record, set in 1948, when 13,420 individual contributions were received, amounting to \$311,641. The 1949 gifts raised to \$2,269,833 the total amount given to the university since the fund's founding.

Announce Program for N.A.E.B. Convention at Houston May 3-6

HOUSTON, TEX.—Plans are well along for the annual convention of the National Association of Educational Buyers here on May 3 to 6.

Thurman Sensing, research director of the Southern States Industrial Council at Nashville, Tenn., will be the featured speaker at the president's inaugural banquet on Friday, May 5. He has recently returned from eight weeks in England and will present his impression of Britain's experience under socialism.

William R. Spriegel, dean of the University of Texas, will be the keynote speaker for the convention on the subject of "The Organization and Function of the Purchasing Department."

As in previous years, there will be many workshop sessions, as well as one evening session when delegates will have an opportunity to discuss mutual problems in college administration and purchasing responsibilities.

At the Friday session, the Hon. St. John Garwood, associate justice of the supreme court of Texas, will speak on "Colleges and the Courts." Considerable interest has developed on this subject in view of the attention being given to education by governmental bodies, which requires a full knowledge of legal positions and responsibilities on the part of the college administrator.

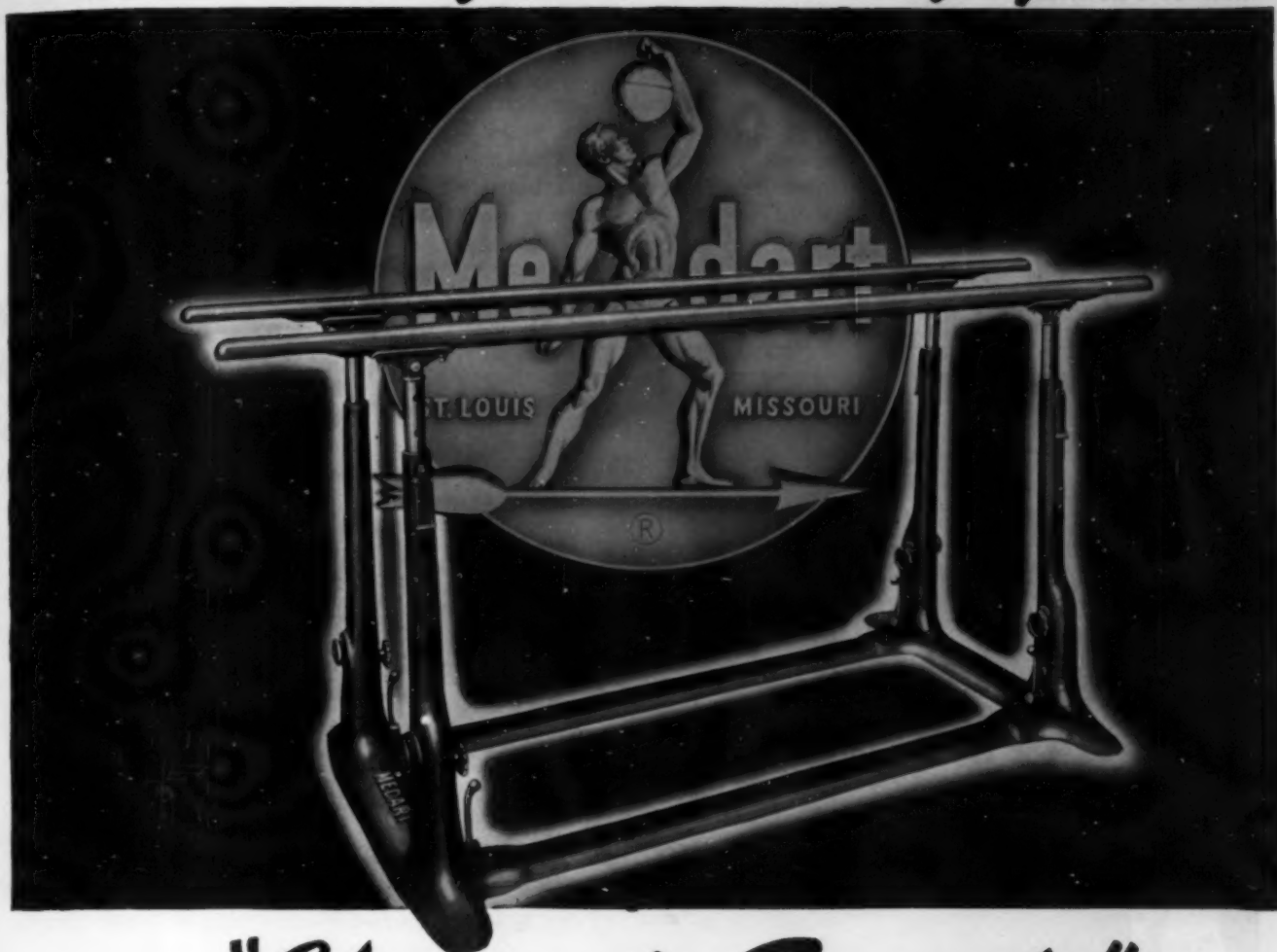
Opportunity will be given delegates to visit various places of interest in the vicinity of Houston; for social diversion there will be one or two activities in typical Southwest hospitality style, according to J. B. Rork, convention chairman.

Honor Donors by Renaming College

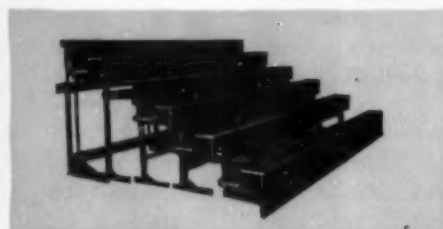
NEW LONDON, CONN. — The New London Junior College will be known as Mitchell College after July 1 as a result of formal approval given by the Connecticut board of education.

The change of name was suggested by editors of the student newspaper two years ago, and the proposal was adopted by the trustees approximately a year ago. Mitchell College will honor the Alfred Mitchell family, original donors of the college property.

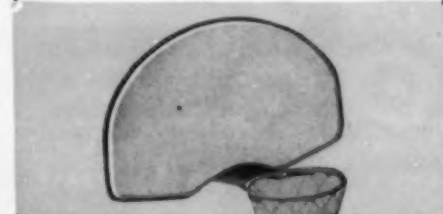
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Lack of Facilities Keeps 12,000 From College in New York

NEW YORK. — A recent study of New York City public colleges by outside experts revealed a proposal of \$67,570,000 for a 20 year expansion program. The report stated that "the needs of New York City for public higher education are far in excess of present plant facilities and programs. It is urgent to establish additional

facilities to help close the gap between needs and currently inadequate plants," according to the experts participating in the survey.

The survey was under the direction of Dr. Donald P. Cottrell, dean of the college of education of Ohio State University. The report had been requested by the City Planning Commission and the board of estimate of New York City.

In a table accompanying the report, it was shown that there were about

12,000 students who could not be admitted to existing colleges for lack of facilities and 36,000 more who would take advantage of the two-year colleges if they existed.

The report emphasized the community college as being very important because of what the investigators referred to as "the vast unmet need" at the two-year level. It also was recommended that considerable expansion of adult education be encouraged at the same time the building program for expansion and facilities was being carried on.

The projects listed as being of immediate urgency are: (1) at Brooklyn College, a college center and arts building, with landscaping and playgrounds, \$3,275,000; (2) at City College, reconditioning main building and corrections to distribution system, \$950,000; (3) at Queens College, new gymnasium and ground improvements, \$3,020,000; (4) at Richmond, two-year community college, \$2,700,000.



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Convention Keynote Is "The Financial Outlook"

SWAMPSCOTT, MASS.—Concern for the future financial outlook will be the main item of program concern at the annual convention of the Association of College Unions at New Ocean House, Swampscott, April 26 to 29.

In view of rising costs and a slight decline in student enrollments, many college union directors have indicated a great concern as to the financial implications involved in such a trend. Dr. Robert B. Stewart, vice president in charge of business at Purdue University, will keynote the convention with his address on "The Financial Outlook." Throughout the convention there will be many workshop sessions, and an entire day will be devoted to "Building Planning Procedures That Help," "What to Anticipate During Construction," and "Operating Problems of the First Year."

In view of the considerable amount of food service responsibilities assumed by college unions, food staff members will meet with a representative of a Chicago accounting firm to hear the story of the precast system of controlling food service operations that has been established by that organization. Opportunity also will be afforded food service operators to consult with others in the field.

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NEWS

Status of Legislation Is Reviewed by American Council

WASHINGTON, D.C.—The following bills are receiving consideration of one type or another, according to a recent review of legislation by the American Council on Education in its bulletin on higher education and national affairs.

S. 2317. Provides for grants to school districts for emergency school construction, the need for which has resulted from federal activities. The bill was passed by the Senate on Oct. 17, 1949, but as yet the House has not acted upon it.

H.R. 4115. Would provide for current expenses of education of children on federal properties and in local school districts burdened because of federal projects and activities in the districts. This bill is being currently revised by the House committee on education and labor.

H.R. 5940. Provides grants in aid regarding professional health training. The committee on relationships of higher education to the federal government has requested the opinion of the presidents of institutions that include training in the fields specified in the bill to express their attitude toward this legislation.

H.R. 6000. Deals with the provision for social security extension. An amendment offered by Senator Lehman of New York would automatically exclude all public employees who are covered by state or local retirement systems. Public employees in institutions without retirement plans and public institutions may participate in social security on a voluntary basis. Private institutions are required to come under social security. The American Council on Education's committee on extension of social security benefits has testified in opposition to the Lehman amendment.

S. 2596. The Taft-Pepper Bill to amend the G.I. Bill of Rights. Although reported by the House rules committee, it is felt that there is little possibility of its passage. According to the American Council on Education, the House committee on veterans' affairs has not as yet acted on amendments suggested by the American Council's committee on relationships of higher education to the federal government.

H.R. 474. This bill was submitted in February by Representative Teague of Texas and calls for a committee of nine members of the House to conduct a complete investigation of abuses and alleged abuses in education and training of veterans, and of action or lack of action taken by V.A. and by state approval agencies to prevent abuses. It was referred to the House committee on veterans' affairs, which has taken no further action.

S. 247—H.R. 4846. Provides for establishment of the National Science Foundation. H.R. 4846, passed by House on March 1, differs from S. 247 passed by Senate in that it contains an undesirable provision for loyalty investigation and determination of loyalty by F.B.I. for staff members of the foundation and recipients of fellowships and scholarships. The American Council on Education's problems and policies committee and the executive committee have gone on record as opposed to provisions of the House version and are in favor of the Senate version, which contains no provision for loyalty investigation or oath.

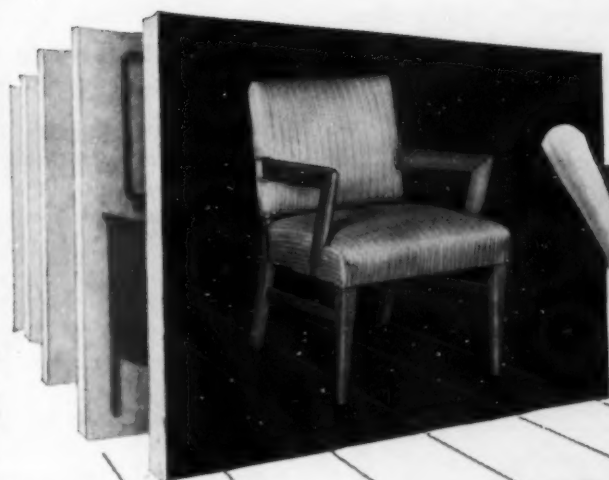
H.R. 2945. Provides for increases in postal rates. As passed recently by the House, it continues existing special rates for mailings by nonprofit institutions. The rate increase to 2 cents for postal and post cards might cause slight mailing cost increase for institutions.

Columbia Plans Workshop on Residence Halls

NEW YORK. — Mrs. Elizabeth C. Gibbs, manager of residence halls at Teachers College, Columbia University, will direct a course on residence hall administration, equipment and furnishings during the summer session from July 6 to August 19. The course is intended to give an over-all picture of responsibilities involved in the supervision and operation of college residence halls.

The discussions will cover staff organization; housing for graduate, married and foreign students; trends and standards in residence hall construction, equipment and furnishings; the proper budget, and control of records. The course will not consider problems of the student personnel staff, such as counseling and student government, nor will it devote any attention to food service.

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NEWS.

Survey Reveals Michigan Lags in Support to Colleges

ANN ARBOR, MICH.—According to a study prepared by Robert L. Williams, assistant to the provost at the University of Michigan, the state has fallen further behind in its support of higher education despite increased appropriations made by the legislature in 1949. This factor is disclosed in a survey of appropriations made for state

supported schools in Michigan as contrasted to those made in 19 other states.

The average increase in appropriations per student in the 19 states for 1949-50 was \$138 above the 1948-49 appropriation, the survey revealed. In Michigan, the increase was only \$75. In general, the survey confirmed the study made last fall which revealed that appropriations for higher education during the last 20 years have been increased 50 per cent more on the average in the other states than

in Michigan. Appropriations per student enrolled increased nearly four times as much as in Michigan.

The figures show that in today's purchasing power, the University of Michigan has \$161 less per student than it had in 1929, while the universities in four other states have from \$32 to \$548 more per student.

Housing Conference at Purdue April 17-20

WEST LAFAYETTE, IND. — Representatives from colleges and universities throughout the country will meet at Purdue University April 17 to 20 for the second annual housing conference of colleges. The first such conference was held in 1949 at the University of Illinois, with 100 representatives from 46 institutions in attendance.

At this year's meeting, particular emphasis will be placed on housing implications in enrollment trends, educational philosophy in residence halls, residence hall planning, food service and financing. Sessions will include discussions, panels and workshop groups. Reservations for the conference are being accepted in order received, with each institution being limited to three representatives; and 150 is the maximum number of reservations accepted.

Dr. S. Earl Thompson, director of housing at the University of Illinois, is serving as chairman of the sponsoring committee. Other members of the committee include Mrs. Inez R. Canon, director of women's residence halls, Purdue University; Willard J. Buntain, director of dormitories, Northwestern University; Lee Burns, director of residence halls, University of Wisconsin, and W. Norris Wentworth, assistant director of halls of residence, Indiana University.

Jewish Colleges Merge

CINCINNATI. — Hebrew Union College of Cincinnati and Jewish Institute of Religion of New York have merged to become the only Jewish reform seminary in the United States. Dr. Nelson Glueck was named president of the merged group. He became president of the Hebrew Union College in 1947 and president of the Jewish Institute of Religion in 1948. The merged institution will continue to operate both seminaries.



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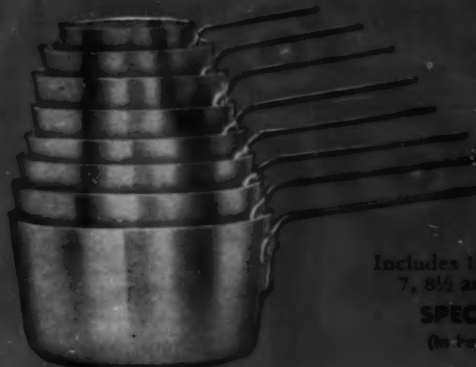


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NEWS

Take Loyalty Oath or Face Dismissal, Say California Regents

SAN FRANCISCO. — The board of regents of the University of California has set April 30 as the deadline when faculty members must take an anti-Communist oath or be subject to dismissal.

Many leading members of the faculty have been aroused by the regents' decision, and it appears likely that the loyalty oath will be based on a court decision. It was reported that legal action would be based on the grounds that the regents breached the condition of tenure when they added the loyalty oath as a condition not existing when faculty members attained their tenure and also that the oath imposes a political condition of employment that violates both the federal and state constitutions.

It is estimated that 95 per cent of department heads among the faculty were in opposition to the oath. They pointed out that they were not opposed to the long-honored oath of allegiance to the United States and California constitutions, but that their protest was directed primarily against the anti-Communist declaration on academic principle.

The controversial oath as it will be required after April 30 is as follows: "That I am not a member of the Communist party, or under any oath, or a party to any agreement, or under any commitment that is in conflict with my obligations under this oath." This sentence would be added to the standard oath of allegiance that the faculty always has taken. Faculty members said that most of the signers to date are the nonacademic employees.

Grants for Clergy Kin

CHAMBERSBURG, PA. — An announcement recently was made at Wilson College that seven special scholarships for daughters of educators and ministers had been established. The grants, which will have an annual maximum value of \$500 each, will be awarded for the first time next fall. It is reported that the college's trustees established the scholarships because "educators and ministers, the most enthusiastic promoters of college education, often find it difficult to send their own children to college."

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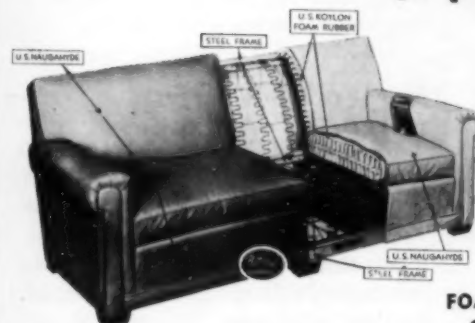


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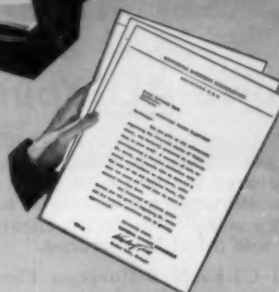
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NEWS.

Minnesota Teachers Colleges Are Troubled About 40 Hour Week

MINNEAPOLIS. — At a recent meeting of the state teachers college board, C. R. Sattgast, president of Bemidji State Teachers College, said that residence halls and cafeterias in the state teachers colleges of Minnesota were facing business failure and warned that competition with private restaurants and rooming houses, coupled with ris-

ing costs, might drive the service enterprises to the wall or force subsidization.

The issue arose at a discussion on how to grant a 40 hour work week to residence hall and cafeteria employees in the state's five teachers colleges without increasing student fees. The 40 hour week was decreed by the 1949 legislature for employees of state institutions.

A complicating factor in the state is the 1949 law requiring the teachers

colleges to turn back 10 per cent of the gross receipts from their residence halls and cafeterias to a special state building fund. The state teachers college board named Dr. John Headley, president of St. Cloud Teachers College, and Dr. O. W. Snarr, president of Moorhead Teachers College, to meet with civil service and administrative heads at the state capitol in order to effect a solution.

Parents Pay \$487 Extra Tuition Fee Willingly

BRONXVILLE, N.Y. — According to reports by Dr. Harold Taylor, president of Sarah Lawrence College, the institution's new "cost of education" tuition plan is working out satisfactorily. The plan, which calls for payment of extra fees to meet extra costs of operation, already has completed its first fiscal year as a success.

Possessing no income from endowment and facing increased costs, the college discovered a year ago that it was spending \$375 more to keep a girl in school through the winter than the regular \$1700 tuition. Parents were asked to expect an extra bill beyond regular tuition; it amounted to \$487 for each student.

Dr. Taylor stated that with full payments for the year now tabulated the response from parents had been "amazing." Parents expressed themselves as being eager to pay the full cost of a daughter's education if possible.

Rutgers Shows First Deficit in 20 Years

NEW BRUNSWICK, N.J. — Rutgers University's expenditures for the year 1948-49 exceeded income by \$376,760, it was revealed recently when the state university published its financial report for the fiscal year ending June 30, 1949. The deficit, representing 2.8 per cent of total expenditures of \$13,118,685, was the first the university had experienced in more than 20 years.

Controller Albert S. Johnson pointed out that despite increased costs the university had held its tuition at prewar level "in order to enable as many qualified students as possible to obtain an education." Beginning with the current academic year, the university raised tuition \$1 per credit hour to approximately \$385 a year in order to increase over-all income.

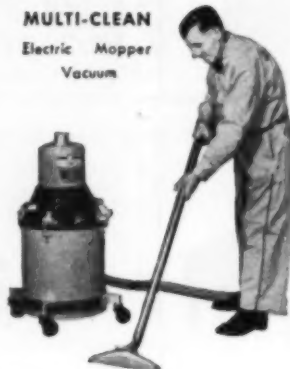
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NEWS.

Political Gatherings Permitted on N.H. Campus

DURHAM, N.H. — As a result of action by the trustees of the University of New Hampshire, a revised declaration of policy was adopted regarding "political activity and education" that permits the full use of campus facilities for political meetings and discussions. This action rescinds a policy established before the 1948 general elections that authorized political expression "only for the period of that campaign."

The board of trustees, in adopting the new statement of policy, stated that "the privilege to assembly and to free speech is as applicable to those connected with the university as to all other citizens. . . . It will be the policy of the university to protect and to encourage these rights, limited only to their use under the rules applicable to all members of the university gen-

erally, and provided that such free speech and assembly is not inimical to the provisions and the spirit of the Constitution of the United States and the constitution of the state of New Hampshire."

NAMES IN THE NEWS

Ormsbee W. Robinson, director of admissions and public relations at Bard College, Annandale-on-Hudson, N.Y., since 1946, was recently named vice president of the college. He will be responsible for the development of a program of fund raising activities and the supervision of public relations.

Brig. Gen. William E. Chickering, retired, has been elected business manager of the American University.



O. W. Robinson

Howard Thompson, assistant to **Asa Knowles**, vice president of Cornell University, has been elected vice president of the American University, Washington, D.C., according to an announcement by the president, **Paul F. Douglass**. At the American University he will have charge of finance and alumni relations.



H. Thompson

Charles A. Meyn has been appointed director of the placement bureau at Hobart and William Smith Colleges, Geneva, N.Y. He is a Colgate University graduate with an M.A. degree in industrial and labor relations.

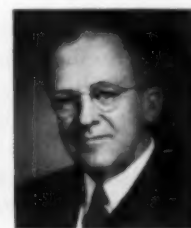
William Herman Patterson, professor of engineering at the University of South Carolina, has been named assistant to the president and will succeed **Capt. Fred Kingsley Elder**, who has held the position since 1946.

Ruth C. Wick, formerly instructor in psychology at Pratt Institute, Brooklyn, N.Y., has been named to the post of vice president of Carthage College, Carthage, Ill.

Edward L. Moreland, executive vice president, and **Horace S. Ford**, treasurer, of Massachusetts Institute of Technology, will retire July 1. Mr. Ford has been principal financial officer of M.I.T. for the last 36 years and its



E. L. Moreland



H. S. Ford

treasurer since 1934. He was secretary of the Eastern Association of College and University Business Officers from 1922 to 1940 and was elected president in 1930, serving for one year. Since 1941 he has been honorary president of the association. Dr. Moreland was appointed executive vice president after serving as head of the department of electrical engineering from 1935 to 1938.

William H. Neal, former registrar of San Jose State College, San Jose, Calif., has been named director of admissions at Pace College, New York City. Prior to his connection with the San Jose

DIRECTORY OF ASSOCIATIONS

Association of College and University Business Officers

Central Association

President: Fred W. Ambrose, State University of Iowa; secretary-treasurer: L. R. Lunden, University of Minnesota.

Convention: April 30-May 2, University of Illinois, Urbana-Champaign.

Eastern Association

President: H. R. Patton, Controller, Carnegie Institute of Technology; secretary-treasurer: Irwin K. French, Middlebury College, Middlebury, Vt.

Convention: December 3-5, Royal York Hotel, Toronto, Canada.

Southern Association

President: C. B. Markham, Duke University; secretary-treasurer: Gerald D. Henderson, Vanderbilt University.

Convention: April 13-15, Robert Richter Hotel, Miami, Fla.

Western Association

President: Alf E. Brandin, Stanford University; secretary-treasurer: James R. Miller, University of California.

Convention: May 7-9, 1950, Claremont Hotel, Berkeley, Calif.

Schools for Negroes

President: A. I. Terrell, Winston-Salem Teachers College; secretary: L. H. Foster Jr., Tuskegee Institute.

Convention: May 4-6, Nashville, Tenn. Host institutions: Fisk University and Tennessee State College.

Association of College Unions

President: Donovan D. Lancaster, Bowdoin College; secretary-treasurer: Edgar A. Whit-

ing, Cornell University; editor of publication: Porter Butts, University of Wisconsin. Convention: April 26-29, 1950, New Ocean House, Swampscott, Mass.

Association of Physical Plant Administrators of Universities and Colleges

President: L. L. Browne, University of Arkansas; secretary-treasurer: A. F. Gallistel, University of Wisconsin.

Convention: May 15-17, Yale University, West Point on May 18.

American College Public Relations Association

President: E. Ross Bartley, Indiana University; secretary-treasurer: Edward P. Vonderhaar, Xavier University, Cincinnati.

Convention: June 27-30, 1950, University of Michigan, Ann Arbor.

College and University Personnel Association

President: George W. Armstrong, University of Pennsylvania; secretary-treasurer: Ruth Harris, University of Illinois.

Convention: July 30-Aug. 1, Indiana University, Bloomington, Ind.

National Association of College Stores

President: Herbert Hays, Berea College; executive secretary: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

Convention: April 20-22, 1950, Palmer House, Chicago.

National Association of Educational Buyers

President: Holger B. Bentsen, George Williams College; executive secretary: Bert C. Ahrens, 45 Astor Place, New York, N.Y.

Convention: May 3-6, 1950, Houston, Tex.



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NEWS.

institution, Mr. Neal had been assistant to the director of admissions at the University of Pennsylvania. A veteran of World War II, he was discharged in January 1946 with the rank of lieutenant-commander.

Paul E. Parker, formerly dean of George Fox College, Newberg, Ore., has been named president to succeed **Gervas A. Carey**. The college was formerly known as Pacific College.

Paul W. Dieckman has been named vice president of Wagner College, Staten Island, N.Y. To be in charge of the development program, Mr. Dieckman will assume his duties in the fall.



W. G. Avirett

William G. Avirett, formerly education editor of the *New York Herald Tribune*, has accepted appointment as vice president of Colgate University,

Hamilton, N.Y. He will be in charge of the university's development program and will be executive officer of the committee on needs and resources. Mr. Avirett assumed his new responsibilities April 1.

Robert J. Sailstad, formerly director of the development program at Davidson College in North Carolina, has been named assistant to **David D. Jones**, president of Bennett College, Greensboro, N.C. He will be responsible for work in the field of public relations and fund raising. He had formerly been director of public information at Stephens College, Columbia, Mo.

Robert M. Kimball, formerly administrative associate director of the Los Alamos Scientific Laboratory, has been named executive assistant to **Dr. James R. Killian Jr.**, president of Massachusetts Institute of Technology. His appointment will become effective in May.

William Kenneth Payne, formerly dean of Savannah State College, Savannah, Ga., who has been serving recently as acting president, has been appointed to the presidency, succeeding **James A. Colston**, who resigned last fall.

Rev. George Brinkman Ehlhardt, registrar and librarian of the divinity school at Duke University, Durham, N.C., has been named president of Brevard College, Brevard, N.C. He succeeds **Eugene J. Coltrane**, who will retire as president on June 1.

John J. Sheinin, formerly dean of the Chicago Medical School, recently was named president of that institution. Dr. Sheinin is serving in a dual capacity until his successor in the deanship can be appointed.



J. J. Sheinin

W. W. Kemmerer, assistant to **E. E. Oberholtzer**, president of the University of Houston, Houston, Tex., has been named acting president until a successor to Dr. Oberholtzer can be selected. Dr. Oberholtzer will retire in June after having served in the schools of Houston and the university for more than a quarter of a century.

Dr. Boyd Crumrine Patterson, head of the department of mathematics at Hamilton College, Clinton, N.Y., was elected president of Washington and Jefferson College, Washington, Pa., recently. He takes office July 1.

Frederick Arthur Goetze, former treasurer of Columbia University, died recently at the age of 79 years. He had served as superintendent of buildings and grounds at Columbia from 1895 to 1907; from 1907 to 1916 as a member of the faculty; from 1913 to 1925 as comptroller, and from 1916 to 1948 as treasurer.

Charles Lyle Spain, vice president emeritus of Wayne University, Detroit, died recently at the age of 80 years. He had been vice president of the university from 1933 to 1939.

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Fund Raising Executive—Desire advancement from present position as business manager to assist president of privately endowed college in public relations and fund raising program; legal education with experience in banking and twelve years of college administration. Write Box CW 85, COLLEGE AND UNIVERSITY BUSINESS.

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Campus Engineer: Competent man under 45; licensed; to supervise high pressure central heating plant repairs, construction and alteration work in southern California college; must be well trained, progressive and possess a record of ability and initiative; application should include information in full detail covering age, education, experience, marital status, business and personal references, and salary requirements; position available approximately September 1st. Write Box CO33, COLLEGE AND UNIVERSITY BUSINESS.

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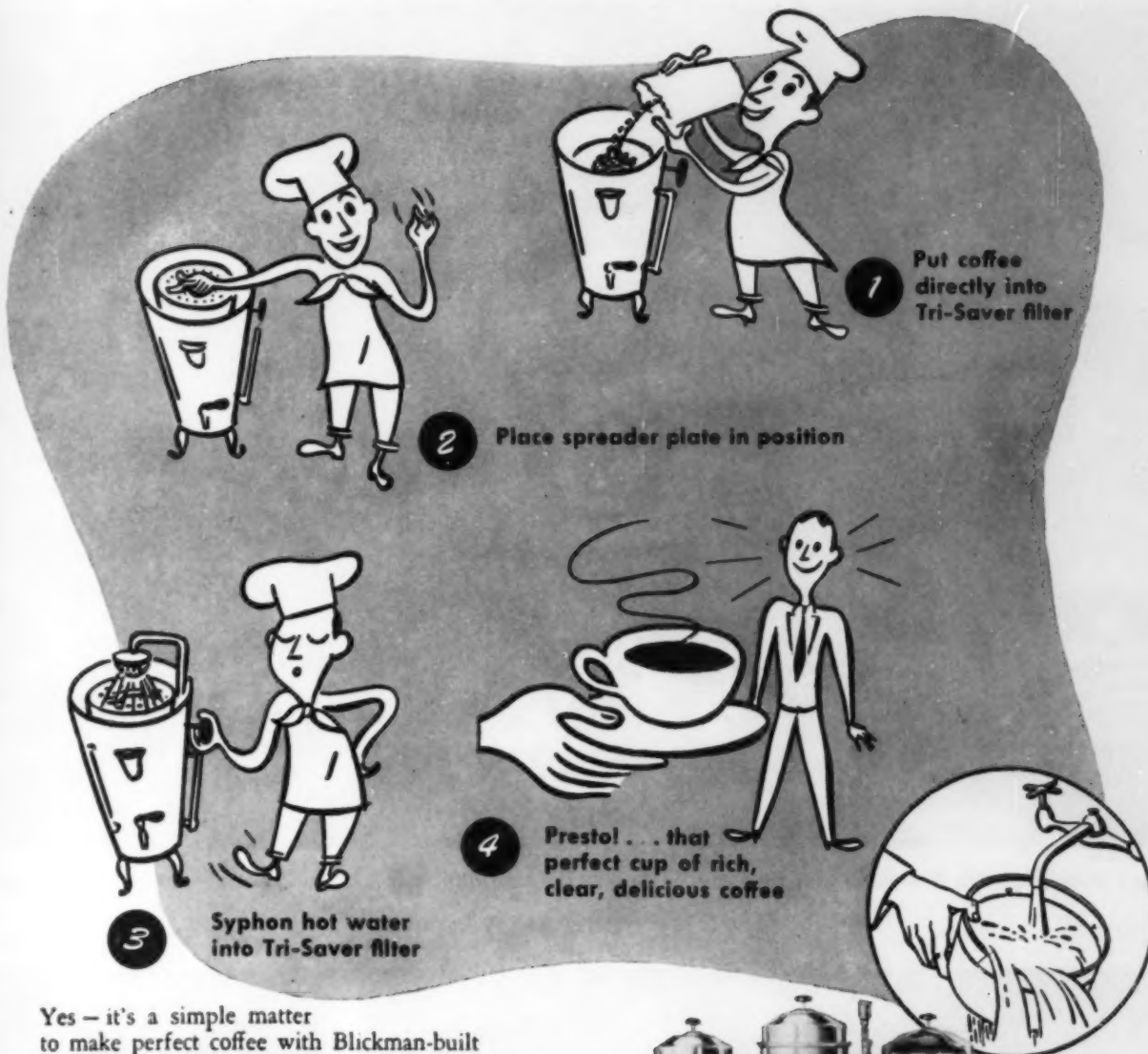
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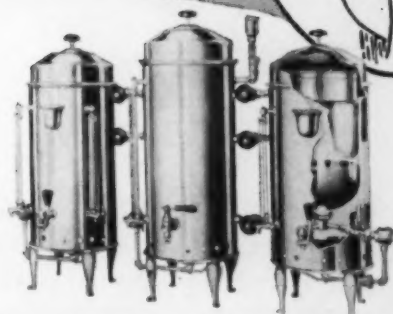
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It's the safe, sure and easy way. You get a uniformly delicious brew, *always!* No more spoiled batches due to torn filter paper, or sagging urn bags. *The permanent stainless steel filter eliminates urn bags or filter paper.* There's a Tri-Saver urn or battery to suit your needs... in capacities from 3 to 80 gallons. See your dealer today and ask for Tri-Saver, America's finest coffee urn.



A QUICK RINSE cleans permanent Tri-Saver stainless steel filter for next batch. Simply dump coffee grounds and rinse filter thoroughly under faucet. Grounds cannot clog the filter.

• Send for illustrated Tri-Saver catalog
S. Blickman, Inc., 2804 Gregory Ave., Weehawken, N. J.



Blickman-Built
FOOD SERVICE EQUIPMENT



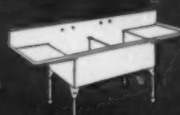
COFFEE URNS



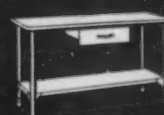
STEAM TABLES



FOOD CONVEYORS



SINKS



WORK TABLES

You are welcome to our exhibit at the National Restaurant Show, Navy Pier, Booths No. 723-726, Chicago, Ill., May 23-26.

Beauty that pays! A tribute to



The *Fiesta*, 306 Fifth Avenue, New York shows how perfectly Jade-ite blends with the most attractive surroundings.

You'll like everything about **Anchorglass**
dinnerware and glassware...

You'll like its downright beauty of design, color and sparkle. You'll like its all 'round quality, particularly its durability. But above all, you'll like it because it will effect substantial savings for you. Ask your jobber to show you the complete Anchorglass line and to provide you with prices.

Anchor Hocking Glass Corporation
"The most famous name in glass!"



Lancaster, Ohio

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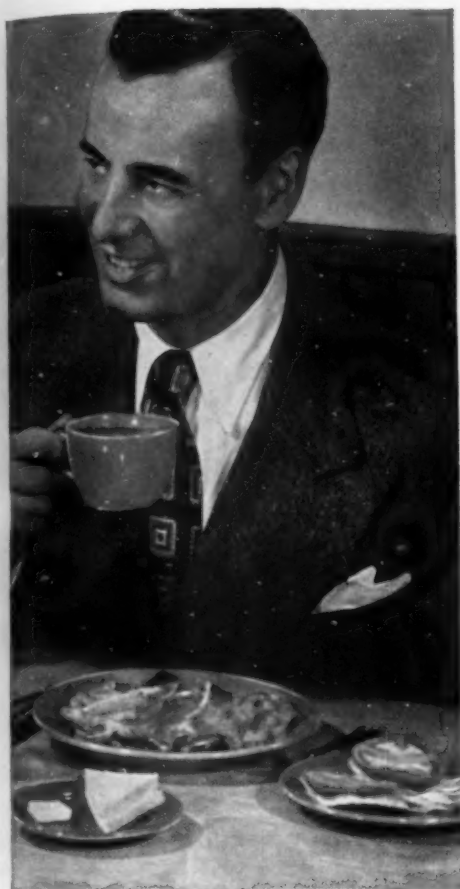


Anchorglass FOREST GREEN

Rich and distinctive Anchorglass Forest Green, attractive and colorful, is ideal for use in either color harmony or contrast settings. The full line includes every item you will need for modern, practical table settings.

to

JADE-ITE FIRE-KING* from *Fiesta*...



5th Avenue's most distinctive restaurant

Experienced planning preceded the opening of *Fiesta*. And that is why Anchorglass Jade-ite was selected for exclusive use in this distinctive restaurant. Read what Mr. Sam S. Feld, owner of *Fiesta* says about Jade-ite:

"*Fiesta* food, served on your Jade-ite Restaurant Ware, has an 'eye-appeal' to appetite. Our customers daily comment on its beauty. Jade-ite matches perfectly with our colorful surroundings. Your ware is sanitary, easy to clean, and stays clean. *It comes through our dish washing machines cleaner than any ware in my restaurant experience.*

"Our investment in Jade-ite Restaurant Ware has yielded good returns for us in many ways.

"We cordially invite those who are interested in Jade-ite to come in at any time to see for themselves how well it blends with the attractive surroundings of *Fiesta*."

Sam S. Feld, Owner



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Anchorglass JADE-ITE FIRE-KING RESTAURANT WARE

Cut your dinnerware costs in half with Jade-ite Fire-King. Heat-proof...will not crack or craze from hot foods. Stain-proof...smooth, hard surface will not discolor. Rugged...made of durable Fire-King Ovinglass. Sani-

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After 18 years of use, four LAYKOLD Courts in Langdon Park, Washington, D. C., remain in excellent playing condition.

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College and university authorities report unqualified satisfaction with the new American Universal Angle Tables and Pedestal Chairs—a combination that offers many advantages not found in other lecture-room furniture:

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3. Cleaning around pedestals is easy and fast.
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5. Swivel chair provides greater freedom to perform, besides easy ingress and egress.

FOR LARGE OR SMALL ROOMS. Universal Angle Tables and Pedestal Chairs are equally practical for large or small lecture rooms, with or without floor risers. The angles of the tables accommodate any radius. Offset steel pedestals afford ample leg room. Table-tops are of urea-resin-bonded plywood, durably lacquered in natural light finish. Tables 29" high, in widths from 16" to 24", and in lengths as desired. Write for complete information.

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The Hollywood Bed is the lowest priced, dual-purpose bed available. Head end is beautiful Duran plastic, choice of color, and is easily demountable when bed is used as couch. Frame is sturdy 2" x 1 1/2" metal

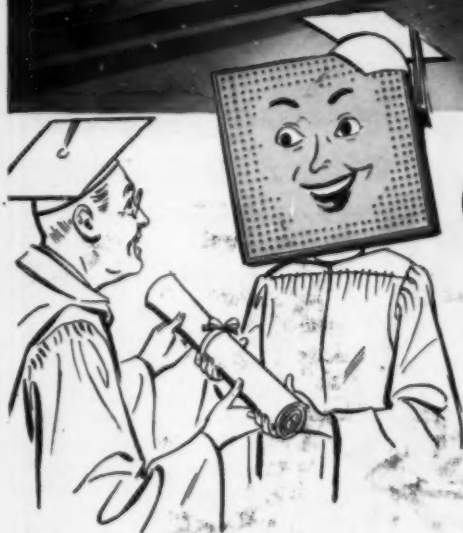
angle. Supplied complete with link fabric which is suspended from the frame by means of helical springs on all sides. Mattresses are available, with 10 year guaranteed spring unit.

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Acousti-Celotex ceiling tile checks sound reverberation before it starts. Assures "front-row hearing" to every student, regardless of how far back he is seated. Teaching is more effective, too, when every word is sure to

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FOR A FREE ANALYSIS of your noise problems, write today for the name of your nearest distributor of Acousti-Celotex products. A free copy of "Quiet and Comfort for School and College" will be sent upon request. Address The Celotex Corporation, Dept. T-4, 120 S. La Salle St., Chicago 3, Ill. In Canada, Dominion Sound Equipments, Ltd., Montreal, Quebec.



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Speed of copy production is but one factor in the over-all speed of mimeographing: masters can be prepared as quickly as one can type, write or draw; machine make-ready is fast and can be done at a moment's notice.

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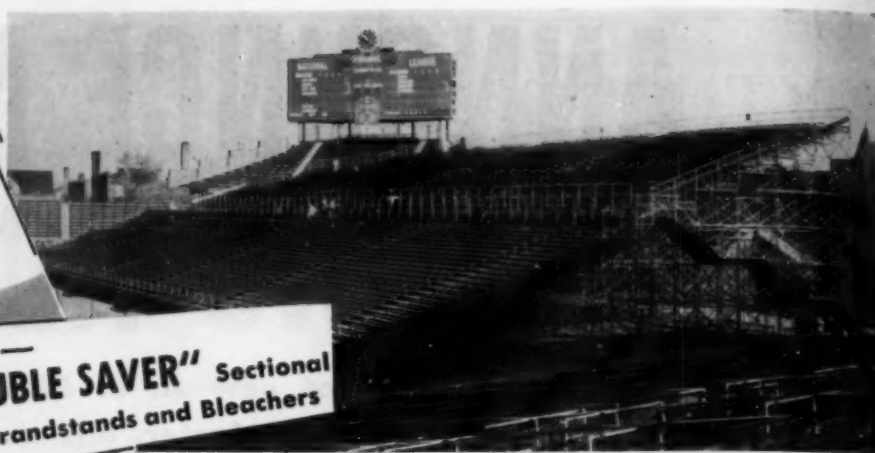
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—with—
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 Steel Grandstands and Bleachers



Through increased revenue from sports or other events, "Trouble Saver" extra seating quickly pays for itself. Every spectator can be seated in perfect safety—with excellent visibility. "Trouble Saver" Grandstands and Bleachers provide maximum capacity at minimum erection costs.

Our engineering department will gladly lay out bleachers for your requirements. **WRITE FOR BULLETIN GS-3.**

"Trouble Saver" College-type Sectional Steel Bleachers. A rise of 8" per row means excellent visibility. Can be erected to handle large capacity needs. Stand illustrated above seats 7,322 people.

100% VISIBILITY—Rows are 8" above one another — 24" apart. 18" wide seats. **Fire hazard reduced to minimum.**

GREATER SAFETY—Scientific steel construction assures greater rigidity. **QUICKLY ERECTED**—Neat, easily-handled sectional units require less time to assemble, take down and store.



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Offer... A new and proven service for the operation of college or university dining halls. Many universities and colleges have found it successful and more satisfactory.
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A New Victrola Radio-Phonograph for the Music Room, Auditorium, Classroom



Finest Tone System in RCA Victor History

This symbolizes the "Golden Throat"—RCA Victor's exclusive 3-way Balanced Acoustical System.

There is no equal to the new RCA Victor A-78 for teaching the love and appreciation for good music. The great stars of radio and records are still greater when you hear their voices and music re-created by the thrilling tone of the "Golden Throat."

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Free!

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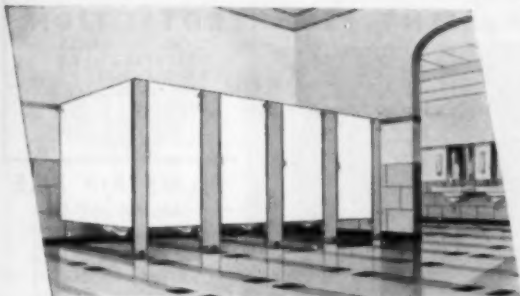
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**A TOILET ROOM ENVIRONMENT
 IS AS IMPORTANT AS OTHER
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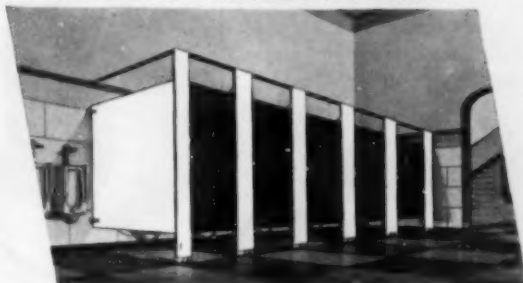
Sanymetal CENTURY Type
 Ceiling Hung Toilet Compartments offer the utmost in sanitation and provide modern, distinctive toilet room environments for schools, institutions, terminals and other public buildings.



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 Compartments endow a toilet room environment with dignity and good taste.



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Sanymetal offers several different types of toilet compartments for creating the most suitable toilet room environment for every type of educational building. Sanymetal offers these different types of toilet compartments in two full purpose materials: Sanymetal "Tenac"—galvanized, Bonderized* steel—a highly corrosion-resistant material; and Sanymetal "Porcena"—porcelain on steel—the ageless, ever-new material. Sanymetal Toilet Compartments embody the result of over 36 years of specialized skill and experience in making more than 120,000 toilet compartment installations in all types of educational buildings and every other type of building constructed.

Ask the Sanymetal representative in your vicinity for information about planning suitable toilet room environments. Refer to Sanymetal Catalog **22b** in Sweet's Architectural File for 1950.

THE SANYMETAL PRODUCTS CO., INC.

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*Trade Mark Reg. U. S. Pat. Off.

**TOILET COMPARTMENTS, SHOWER
 STALLS AND DRESSING ROOMS**

*Treated with "Bonderite" a product of Parker Rust Proof Company.

IDEAL heavy duty POWER MOWERS



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IDEAL Power Mowers are designed to be true time savers—not time wasters. You can trust IDEAL heavy duty models for real economy in lawn care. From the big, heavy, 5 H.P. riding type "Caretaker" down to the smaller 1.5 H.P. walking type "New Victor", the entire IDEAL line is characterized by ruggedness, efficiency and mechanical reliability.



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Realock® Fence is made of steel wire, heavily galvanized. Tamper-proof, weather-resistant and non-climbable, Realock Fence provides maximum property protection when topped with barbed wire.

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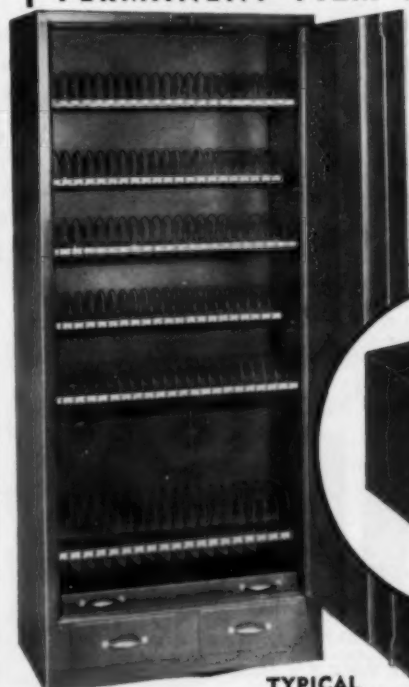
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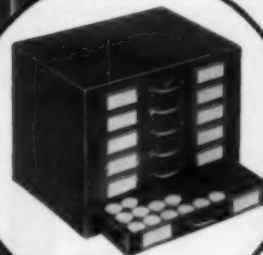


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Model MF-6

Holds over 300 filmstrip cans, each in its own place and indexed. Six drawers—adjustable dividers.



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Floor model for varied library—capacity of 120 reels of varied sizes and 100 filmstrips.

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CHAP-FREE... HAND DRYING

Service

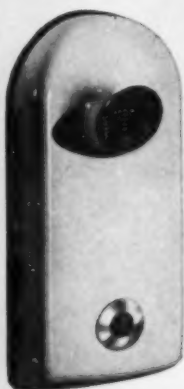
ELECTRIC-AIRE
Cuts off Automatically

At Any Moment—24 hrs. A Day



The Great Towel Eliminator

ELECTRIC-AIRE *Evapo* HAND DRYER



Surface Wall Mounted
—Size 6 3/4" x 15" —
Rugged



This compact unit is the modern eliminator of towels in the wash-room. Besides saving the costs of towels, it does away with all their continuous handling, buying, unpacking, storing, distributing, collecting and disposal. It also prevents a great fire hazard, from towel litter and overrunning disposal units, and saves costly plumbing bills from towel-clogged toilets.

MODERNIZE YOUR WASH-ROOMS with **ELECTRIC-AIRE Service!** Push the button and a full volume of warm air flows to quickly dry the hands—then cuts off automatically!

—and teach the students by example!

With **ELECTRIC-AIRE**, the modern, automatic, 24-hour service, one is provided thoro-dried, chap-free hands in as little as 20 seconds. A subtle lesson in cleanliness to continue through life. And without towel litter, the washrooms are kept tidy and more sanitary, creating an impression of orderliness. **TEACH YOUR STUDENTS BY EXAMPLE!**

Save 85% to 90% of Towel Costs

Saving the expense of towels plus all their handling cost amounts to 85% to 90%. With such savings, the investment of an **ELECTRIC-AIRE DRYER** is soon amortized!

ELECTRIC-AIRE is easily installed in old or new buildings. Backed by 29 years' experience and a 2 year unconditional guarantee, plus Underwriters' Laboratories approval.

ELECTRIC-AIRE Hair Dryers

Students, teachers and house mothers will welcome **ELECTRIC-AIRE Hair Dryers** in the dormitories—even if coin operated. Gently blows large volume of warm air, drying hair in 3 to 5 minutes, reducing colds! Both coin and free service types available. Easy to install.

Send for full information about **ELECTRIC-AIRE heavy duty Hair and Hand Dryers.**

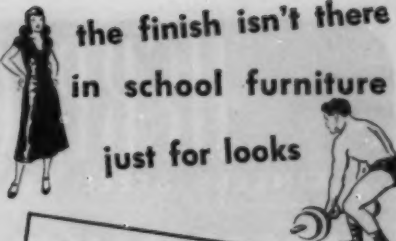
Electric-Aire Engineering Corp.

Phone WE bster 9-4564

209 W. Jackson Blvd.

CHICAGO 6, ILL.

the finish isn't there
in school furniture
just for looks



New or refinished Desks, Lecture Chairs and Tables must *Look nice*. They also must *Wear well*. Specify **O'Neil Duro Lacquers** on Wooden Furniture Items. You'll get top quality in looks, durability and economy through reduced maintenance and refinishing costs.

BALTIMORE, MD.

CITY SCHOOLS

SPECIFY

O'NEIL DURO Lacquers

on all of their furniture contracts.

THAT'S EVIDENCE OF REAL SATISFACTION. The Business Division of the Baltimore Department of Education knows that **O'Neil Duro Lacquers No. 32231** for full gloss and No. 32232 for rubbed effects—especially when used without a sealer — give, for the initial cost, the best wood finish obtainable. You can verify this personally through them.

Specify **O'Neil Duro Finishes** on your purchases of new wooden furniture items for real beauty and durability under hard usage.

for NEW FURNITURE FINISH for REFINISHING OLD EQUIPMENT

O'NEIL DURO has the Right Answer to YOUR NEEDS. Write for Information on Your Refinishing Needs and Sample Panel finished with **O'Neil Duro school lacquer.**

... for Full Story of **O'Neil Duro Finishes** Write for **FREE BOOKLET** including sample wood panel

Colorful
12 Page Book
describes
4 outstanding
finishes.



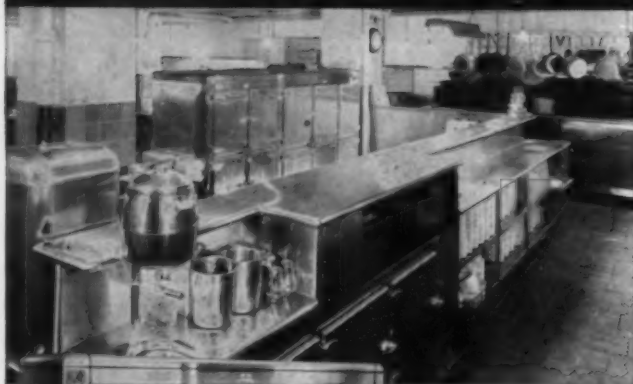
O'NEIL DURO
COMPANY
MILWAUKEE 7, WIS.

HERRICK

STAINLESS STEEL REFRIGERATORS

PERFORMANCE-PROVED

IN THE
FAMOUS
KITTY HAWK
ROOM
OF THE
DAYTON
BILTMORE



Above is a partial view of the Kitty Hawk Room kitchen in the Dayton Biltmore Hotel, Dayton, Ohio. Shown are HERRICK Models RSS30 and RSS66. These are but two of the many HERRICK units used in the kitchen.



At left is a close-up of HERRICK all stainless steel Model RSS66.

You will find, as the Kitty Hawk Room has, that HERRICK Refrigerators add to your reputation by keeping your foods in prime condition. HERRICK food conditioning gives you the right combination of chilling, air purification, gentle yet positive circulation and correct humidity. For complete description and specifications of HERRICK stainless steel *performance-proved* reach-in, step-in or walk-in refrigerators, write today. You'll like HERRICK.

HERRICK REFRIGERATOR CO. • WATERLOO, IOWA
DEPT. C, COMMERCIAL REFRIGERATION DIVISION

HERRICK

The Aristocrat of Refrigerators

Now available!

VUL-COT

Wastebaskets



famous for good looks... durability

Made of hard vulcanized fibre, Vul-Cots give a lifetime of service. They are attractive, light weight, noiseless, do not crack, splinter, dent, rust or corrode... do not mar floors or fixtures. Vul-Cots greatly reduce waste handling and maintenance costs. Write today for catalog sheet giving sizes, and prices.

Practical Styles: *Round Taper* (Nos. 2 & 3) popular for office and school room use; *Square Taper* (No. 5) a distinctive style ideal for executive offices; *Round Straight* (Nos. 9 & 10) perfect for washrooms, basements, stores, mail rooms, factories. All styles are available in two standard colors: maroon-brown and olive-green,

New! Improved!

Greatly improved manufacturing process makes possible new bonded seam construction. This adds strength, improves appearance, assures cleaner waste handling—your assurance of an even finer Vul-Cot!



For Sale by Stationers and School Supply Houses Everywhere

Guarantee This Vul-Cot waste basket with ordinary usage should last a lifetime. It is absolutely guaranteed as to material and workmanship for a period of five years from date of purchase, when used only as a waste basket. If during that time in such service it proves defective, return and a new basket will be supplied.

NATIONAL VULCANIZED FIBRE CO.
Wilmington, Delaware, U. S. A.



NATIONAL VULCANIZED FIBRE COMPANY
WILMINGTON • DELAWARE

COME IN, INCOME!



Sure, they're not just income. They're your home team cohorts or your opposition's fans. They're the people who come to see your games—and they're growing in number every year.

But, in addition, they are the best source of income you have for the support of your athletic program. So be sure you treat them right. Provide them with sufficient seating and be sure that seating is **SAFE**.

Wayne Grandstands and Gymstands are **SAFE**—conform to exacting safety requirements. They are durable and comfortable, provide maximum visibility and look good. In addition, with Wayne Stands, you can add to the stand in length or number of rows as conditions necessitate.

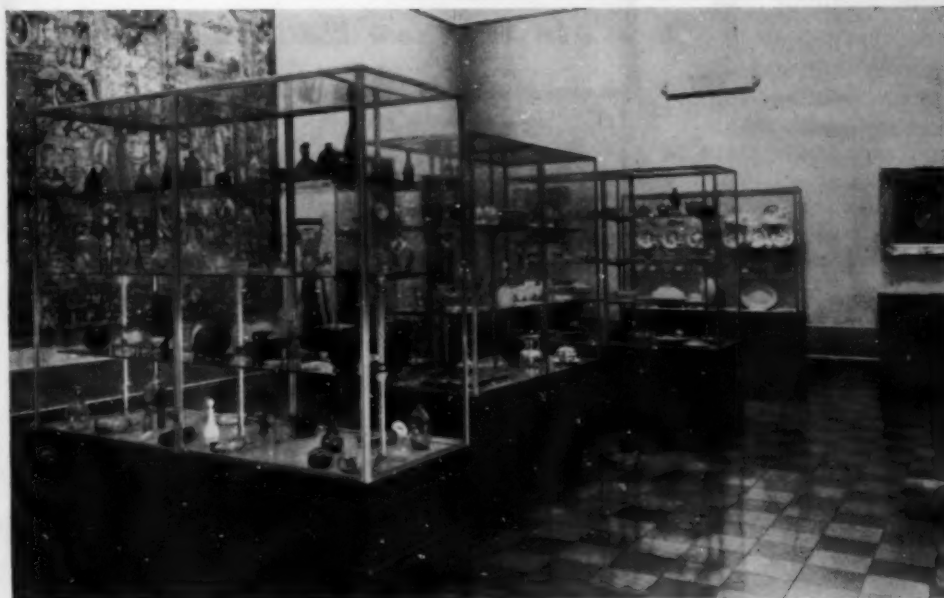
Wayne provides a variety of types and sizes of Portable or Permanent Steel Grandstands and Gymstands. For full design and construction details, send for our catalog.

WAYNE IRON WORKS
 REPRESENTATIVES IN 42 CITIES
 146 NORTH PEMBROKE AVE., WAYNE, PENNSYLVANIA



New west stands at Cornell University, Ithaca, New York

In a Class by Themselves MICHAELS *"Time-Tight"* Cases



Michaels exhibit cases are used extensively by colleges and universities. They are designed for beauty as well as utility, and built of the finest materials obtainable. "Time-Tight" cases are available in a wide range of standard sizes and styles, or will be built to meet your specifications. Cases are theftproof, dustproof, and possess many outstanding constructional features. Write for literature containing complete information.

MUSEUM CASE DIVISION OF **The MICHAELS ART BRONZE CO., Inc.**, Covington, Kentucky

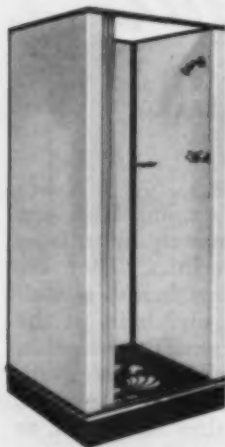
Manufacturers since 1870 of many products in Bronze, Aluminum and other metals

When You Choose Showers



Check the Receptor for Leakproof Quality

Weisway's stainless vitreous porcelain receptor, with exclusive Foot-Grip, No-Slip floor, is guaranteed leak-proof, assures a lifetime of satisfactory service. Formed in one piece of heavy enameling iron, with a vitreous porcelain surface that is steel-strong and glass-hard, it has no seams or joints to crack, nothing to crumble away.



Weisway Standard

No metal underpans or wall flashing—no messy mastic or other water-proofing methods are required with the Weisway receptor. No special treatment of building walls or floors are needed. Weisway Cabinet Showers are easily, quickly installed in old or new buildings.

For the extra hard usage in school and college buildings Weisway's thorough-going quality is your assurance of trouble-free service. When you build or remodel specify Weisway Cabinet Showers.

Weisway

CABINET SHOWERS

HENRY WEIS MFG. CO., INC., 439 WEISWAY BLDG., ELKHART, IND.



DEODOROMA

"I make this washroom a pleasant place"

Your premises are often judged by the condition of your lavatories. Foul, stale odors can't be excused when about 2 cents a day can purchase **CONSTANT, PLEASANT, EFFECTIVE DEODORIZATION!**

The DOLGE DIFFUSEUR marks the thoughtfully maintained lavatory. This sturdy chromium or plastic "sentinel of smells" requires next to no attention. Merely place a DEODOROMA block refill into it about every 90 days. Then there'll *always* be a fresh, fragrant atmosphere *where it's needed most.*

Your choice of three delightful DEODOROMA scents—Rose, New Mown Hay and Ced-O-San.

For SPOT DEODORIZATION

Use DEODOROMA CRYSTALS in any of the above scents. DEODOROMA URINAL BLOCKS, in Ced-O-San only.

CONSULT YOUR DOLGE SERVICE MAN
OR WRITE FOR FOLDER EDJ-1044

The C. B. DOLGE CO.

WESTPORT, CONNECTICUT

PEABODY TABLET- ARM CHAIRS

In the New "SUN-TAN" Color

Here's just what students want in a recitation or lecture room chair—real comfort—a rigid tablet arm—and a bright, cheery Sun-Tan color.

Behind all this are sound construction and quality materials to insure long service under most demanding conditions.

Write today for complete details on sizes—construction—prices—shipping—etc., to

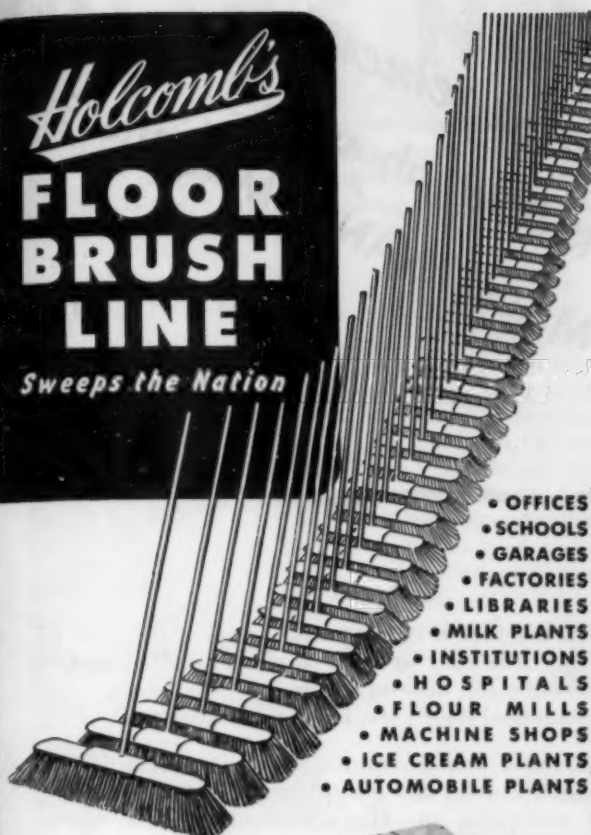


Chair
No. 315
University

THE PEABODY SEATING COMPANY, INC.
BOX 23, NORTH MANCHESTER, INDIANA

Holcomb's FLOOR BRUSH LINE

Sweeps the Nation



- OFFICES
- SCHOOLS
- GARAGES
- FACTORIES
- LIBRARIES
- MILK PLANTS
- INSTITUTIONS
- HOSPITALS
- FLOUR MILLS
- MACHINE SHOPS
- ICE CREAM PLANTS
- AUTOMOBILE PLANTS



For Example...

THE HOLCOMB "MEMPHIS" SCHOOL BRUSH

Memphis, Tennessee schools had a soil problem which made sweeping TIME costs prohibitive. They wrote Holcomb. A brush was selected from the many different kinds in the Holcomb Line which whipped their problem and cut their sweeping time in half. For over 53 years Holcomb tools have enabled the user to do a "better job in less TIME."

Holcomb's complete floor brush line assures you fast sweepers for every type of floor and soil combination.

... and for SILENT, FAST

SWEEPING • POLISHING • DUSTING

The HOLCOMB "414"

**DUSTLESS
SWEEPER**



For over 53 Years Holcomb Has Built
Cleaning Tools and Chemicals Which
Do a GOOD Job FASTER!

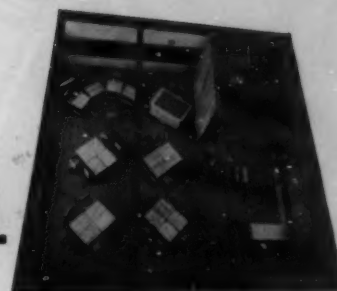
The Holcomb Research Laboratory maintains a full-time staff developing and testing new tools, new methods to lower cleaning costs.

J. I. HOLCOMB MFG. CO.

Barth and Palmer Streets, Indianapolis 7, Ind.
NEW YORK 18, N. Y. INDIANAPOLIS 7, IND.

MODERNFOLD ACCORDION-TYPE DOORS

INSTANT SCHOOLROOM DIVISION FOR AUDIO-VISUAL TEACHING



*Modernfold Accordion-type
Doors give needed flexibility to Ideal Schoolroom for
Audio-Visual Teaching... designed by Perkins & Will, Chicago.*



In the use of sound and motion picture equipment, flexibility is necessary for a successful program. This flexibility should not be confined to the equipment alone, but should be extended to the schoolroom. Here, a Modernfold Door as a "movable" wall is ideal. It quickly segregates part of the room for projector use so that a second group can continue with regular activities.

Modernfold Accordion-type Doors are, of course, ideal for other school uses... as successful closures for wardrobes... to replace the commonly used stage curtain in school auditoriums... divide study rooms, lecture rooms, etc.

This flexibility is matched by the beauty of Modernfold Doors. The sturdy metal frame is a firm foundation for beautiful plastic covered fabrics. Available in a wide variety of colors, they match any general color scheme; are fire-resistant and are easily washed with soap and water.

In these days of crowded school facilities, Modernfold Door flexibility is more important than ever. Mail coupon for full details.

NEW CASTLE PRODUCTS, New Castle, Ind.
Canada: Modernfold Door Company of
Canada, Ltd., Montreal
Look under "doors" in your telephone
book for the name of our installing
distributor



the door that folds
like an accordion

modernfold

by NEW CASTLE

New Castle Products
P. O. Box 931, New Castle, Ind.

Gentlemen:

Send me your new folder, showing how Modernfold Doors help
Audio-Visual Teaching—help relieve crowded school conditions.

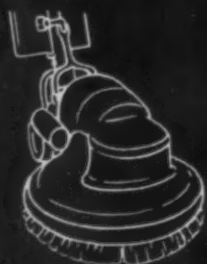
Name.....

School.....

Address.....

City..... State.....

WHAT *Management* SHOULD KNOW about FLOOR-MAINTENANCE MACHINES



The area of a floor, whether it is congested or open, the type of flooring and whether it is easy or hard to clean — these, among other factors, determine the floor-maintenance equipment. For most effectual, economical floor care, choose accordingly.

For large-area floors, a combination scrubber-vacuum is the labor-saving answer. *Finnell's 213-P* applies the cleanser, scrubs, rinses if required, and picks up. Has a cleaning capacity up to 8,750 sq. ft. per hour!

For small-area floors, a 13" all-purpose machine, such as the new *713 Finnell*, is a wise choice. This machine polishes, applies wax, wet- and dry-scrubs, light-sands, applies seal, steel-wools, and shampoos rugs! Yet it is priced incredibly low.

For grease-caked floors, a dry-scrubber with powerful scarifying brushes affords the fastest cleaning method. *Finnell's 84-XR*, with its self-sharpening brushes, cleans grease-caked floors in *one-tenth the time required when hand-spudding!*

For general use, average duty, substantial savings are effected with a *100 Series Finnell* — the machine that's *two sizes in one!*

For general use, heavy duty, with emphasis on polishing needs, choose a motor-weighted machine. An *800 Series Finnell* gives 8-way adaptability! . . . has *safety switch* on handle.

Because *Finnell* makes machines for every type of floor care — and in a wide range of sizes — you can depend on *Finnell* for unbiased advice as to the equipment that's *right* for your needs. For consultation, demonstration, or literature, phone or write nearest *Finnell Branch* or *Finnell System, Inc.*, 4404 East Street, Elkhart, Indiana. Branch Offices in all principal cities of the United States and Canada.



FINNELL SYSTEM, INC.

Pioneers and Specialists in

FLOOR-MAINTENANCE EQUIPMENT AND SUPPLIES

BRANCHES
IN ALL
PRINCIPAL
CITIES

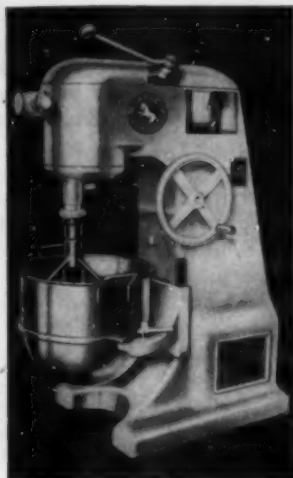
WHAT'S NEW

APRIL 1950

Edited by Bessie Covert

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card opposite page 88. Just circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

Autosan Food Mixers



A new line of Autosan food mixers has been added to the Autosan line of dish-washing, sanitizing and drying machines. Ranging from a 20 quart bench model through a series of floor models of 60, 80 and 110 quart capacities, the new line of mixers is especially designed for use in institutions preparing large quantities of food daily.

The machines have heavy cast housings for rigid stability through scientific distribution of weight. The drive mechanism has been designed for loads in excess of those which could be developed. The multiple plate clutch and the gear change unit are of the automotive type, designed to withstand heavy loads. Automatic timing is standard equipment with the 110 quart machine. Oil is used only in the sealed transmission and cannot reach the spindle. Grease is used for all other lubrication and ball bearings are used at all points where the nature of the load indicates their need. All standard accessories and attachments are available. Colt's Mfg. Co., Dept. CUB, 17 Van Dyke, Hartford 15, Conn. (Key No. 116)

Acoustical Material

Three new acoustical products have recently been introduced. Travacoustic, a mineral tile, is fabricated from Rock Wool and precut into uniform sizes and standard thicknesses. It is designed to provide a high degree of sound absorption and light reflection, is incombustible

and has a white coating which can be cleaned or repainted without loss of acoustical efficiency. Thermacoustic, developed from mineral wool, is a fireproof material especially designed to be sprayed on ceilings and arches. It may be applied in any desired thickness and is effective for both noise reduction and thermal insulation and can be painted.

The third new product is Acoustifibre, an improved wood-fiber tile with perforations to deaden noise. It also can be repainted many times without decreasing its acoustical value. National Gypsum Co., Dept. CUB, Buffalo 2, N. Y. (Key No. 117)

Fluorescent Lamps

Two new fluorescent lamps have been announced which bring out the full value of colors and are complimentary to complexions. They are the result of a decade of research by the General Electric Lamp Department and employ a new fluorescent powder designated as "DR" phosphor. The two new lamps are known as "de luxe cool white" and "de luxe warm white." Two other new lamps available in the fluorescent line offer more efficient lighting without the color accuracy and are known as "standard" lamps. General Electric Lamp Department, Dept. CUB, Nela Park, Cleveland 12, Ohio. (Key No. 118)

Soda Fountain

A new Bobtail Fountain, 5 feet 6 inches long, with several new features, has recently been introduced. The stainless steel refuse can is oval shaped for quick and thorough cleaning and the cold storage compartment cover, also of stainless steel, has no seams or corners in which food can lodge.

The base of the fountains is 6 inches above the floor so that mops and brooms can be used under it for cleaning without difficulty. Other features for convenience as well as added sanitation include a sliding ice pan and shelves in the cold storage compartment; a half-cover for the refuse container; basket type basin drain, and all rounded corners on the one-piece top capping. The Liquid Carbonic Corp., Dept. CUB, 3100 S. Kedzie Ave., Chicago 23. (Key No. 119)

Fire-Resistant Drapery Material

A new, inherently fire-resistant drapery fabric is now available, woven of Fiberglas, developed by Owens-Corning Fiberglas Corporation, and wool yarns. An adaptation of a hand-loomed design by Marianne Strengell of Cranbrook Art Academy, the fabric has a tweed-like texture and hand-loomed appearance and drapes as softly as a hand-loomed material. It meets fire-safety requirements for use in institutions and is not affected by sunlight, gases in the atmosphere and mildew or by changes in temperature and humidity. It responds readily to surface cleaning so that dry cleaning is required only at long intervals. This new long-wearing fabric is available in four 2 tone tweed effects and has been developed by the textile division of Knoll Associates, Dept. CUB, 601 Madison Ave., New York 22. (Key No. 120)

Movable Desk

Flexibility of arrangement is possible with the new No. 254 Movable Desk recently announced. It is attractive in appearance, correct in posture design and constructed for long, hard service. The sloping-type lifting lid bookbox has lid levelers and inside pencil tray. The formed swivel seat has curved back rails and both bookbox and chair have longitudinal adjustment in addition to height adjustment. The frame is constructed of steel and all exposed wood parts are of strong, durable plywood. The desk has a self-leveling device to ensure full four-



point contact with the floor. Irwin Seating Company, Dept. CUB, Grand Rapids 2, Mich. (Key No. 121)

Lather Type Dispenser



A simplified dispensing mechanism is the feature of the new Bobrick 44 lather type liquid soap dispenser. Made of polished stainless steel with a shatterproof, translucent Luxtrex container that permits the soap level to be observed at all times, the dispenser is designed to give long, trouble-free service. The dispensing mechanism consists of a stainless steel piston, located above the soap level, which eliminates leaking and dripping. Only one spring is used in the valve and the mechanism is completely demountable and replaceable. The steel wall fastening is concealed and through the use of WallPlad, the dispenser can be attached to hard surface walls with or without screws. **Bobrick Mfg. Corp., Dept. CUB, 1829 Blake Ave., Los Angeles 26, Calif. (Key No. 122)**

Liquid Seal Remover

A heavy-bodied liquid that is designed to remove old seals, varnishes and other finishes from gymnasium floors, ordinary wood floors, walls or woodwork and from desks and furniture is introduced as Wade Seal Remover. This solvent is nonflammable, nonexplosive and will not damage the grain or discolor the finest wood, according to the manufacturer. It covers evenly, evaporates slowly and thus penetrates deeply making one application usually sufficient for seal removal. It can be quickly and simply applied with a brush, lambswool mop or by sprinkling. **Huntington Laboratories, Inc., Dept. CUB, Huntington, Ind. (Key No. 123)**

Prefinished Wood and Marble

Marlite plastic-finished wall and ceiling panels are now available in a new line of prefinished wood and marble patterns. The grain and finish of selected fine woods are faithfully reproduced in 5 of the new Marlite patterns and 5 others are authentic reproductions of imported marbles. Wood pattern panels are available in sizes 48 by 72 and 48 by 96 inches, with the grain running in the direction of the second dimension, in Quartered Prima Vera (Harewood Gray or Natural), Plain Walnut, Rift Oak

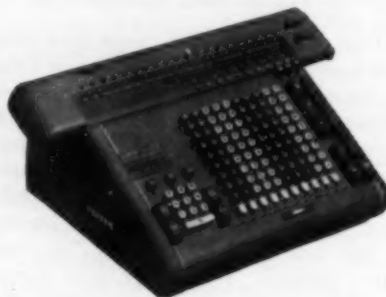
and Striped Mahogany finishes.

The large, convenient marble panel patterns come in 32 by 48 and 96 by 48 inch sizes in Rose de Brignoles, Jaune Benou, Black and Gold, Skyros and Verdo Antique. The hard, durable, permanent plastic finish seals in all the beauty and color while sealing out dirt, grease and moisture. The panels are easily cleaned by wiping with a damp cloth. They are easily applied over old or new walls and can be installed with ordinary carpenters' tools. **Marsh Wall Products, Inc., Dept. CUB, Dover, Ohio. (Key No. 124)**

Automatic Calculator

The result of six years of research and engineering, the new Friden ST-W automatic calculator has many new features which eliminate operator fatigue and permit fully automatic multiplication, division, addition and subtraction. Operation of the new machine is facilitated since it handles all figure work problems with simplicity and ease.

Operating features of the new model facilitate handling of payrolls, invoices,



inventories and tax computations, computing not only individual extensions but also final results. The new "ultra-matic" feature permits the operator to write the answer to one problem while the next is being automatically computed. **Friden Calculating Machine Co., Inc., Dept. CUB, San Leandro, Calif. (Key No. 125)**

Fluorescent Sun Lamp

The new Westinghouse Fluorescent Sun Lamp is designed to irradiate any interior at low cost with the beneficial rays of sunshine. It is identical in dimensions and electrical operating characteristics with standard fluorescent lamps and is available in either 20 or 40 watt sizes. It emits radiations over a large area with an output concentrated in the mid-ultraviolet wave lengths. The lamp emits a soft blue light of low visibility and remains cool while operating. It has a life of more than 4000 hours and operates at very low cost. **Westinghouse Lamp Div., Dept. CUB, Bloomfield, N. J. (Key No. 126)**

Amplifier

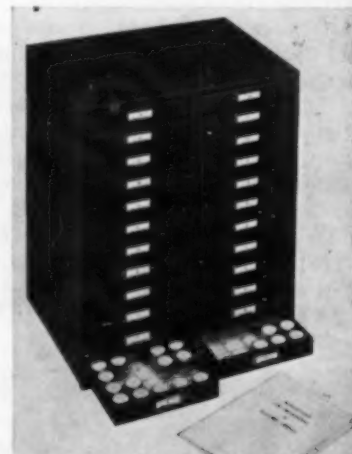
A new high fidelity amplifier for use in auditoriums and other large areas is now available with a frequency response from 20 to 20,000 cycles. The low distortion 25 watt unit has 6 input channels; 5 for microphone and one for phonograph with built-in pre-amp to permit use of magnetic pick-ups. A new feature of the unit is a bandwidth control which adjusts the frequency bandwidth of the amplifier in keeping with the program quality.

The channels may all be remotely controlled by a new portable unit weighing less than 2 pounds which makes possible the mixing and fading of individual microphones and phonograph from distances up to 2000 feet. The new FX-25 amplifier has a cover which may be locked over the controls to prevent tampering. **Newcomb Audio Products Co., Dept. CUB, 6824 Lexington Ave., Hollywood 28, Calif. (Key No. 127)**

Filmstrip Cabinet

A new filmstrip library plan cabinet, containing space for a total of 1080 filmstrips, has recently been announced. Part of the filmstrip library plan designed to handle filing, storage and booking of filmstrips in institutions where hundreds of filmstrips and multiple titles are circulated from a central point, the cabinet has 24 drawers, each with 45 numbered compartments. Filmstrip can-tops are key-numbered by drawer and compartment with special gummed labels furnished with each cabinet.

Instructions and suggestions for setting up an efficient filmstrip library or integrating the plan with present operations are provided with each Filmstrip Library Plan. The plan is expandable indefinitely by lock-stacking other 1080 capacity cabinets on the original or by adding the smaller 270 capacity filmstrip



cabinets which match the larger cabinet. **Jack C. Coffey Co., Dept. CUB, 205 W. Wacker Dr., Chicago 6. (Key No. 128)**

Enclosed Shade Head Rail

The new Ra-Tox head rail for wood fabric window shades is a completely enclosed unit which conceals the operating hardware. The compact assembly, known as Style "M," is available in a wide range of colors and is custom made to fit any window from 1 foot to 12 feet 9 inches wide. The all-enclosed head mechanism assembly is compact and strong and is so designed that the visible front portion provides a finished appearance with the advantages of economy of installation and maintenance costs. **The Hough Shade Corp., Dept. CUB, Janesville, Wis. (Key No. 129)**

Whirl-Blade Mower

The new Whirlaway 20 mower is powered by a vertical shaft engine which provides direct application of its power to the horizontal blade. This allows for elimination of a clutch and belt-drive, thus simplifying the design. Three pneumatic tired wheels, two rear and one front, all mounted on ball bearings, are so placed as to compensate for any unevenness of terrain, thus facilitating cutting grass around trees. The mower is easily propelled and the height is adjustable from 1½ to 3 inches. **The Moto-Mower Co., Dept. CUB, 4800 Woodward Ave., Detroit 1, Mich. (Key No. 130)**

Automatic Ice Maker

The American Automatic Ice Maker is capable of producing daily approximately 3300 Crystal Tips, which is the name given to the round-end ice pellets with a hole in the middle which are said to cool liquids quickly. The unit is completely self-contained, it being necessary only to connect it to water supply, drain and standard electric outlet. It is powered by a 1/3 h.p. hermetically sealed compressor.



The ice is frozen in a stainless steel tank containing tap water. The freezing cycle of 30 minutes is repeated until the storage bin is full, when thermo-

static control starts and stops the unit as the supply fluctuates. **McQuay, Inc., Dept. CUB, 1600 Broadway N.E., Minneapolis 13, Minn. (Key No. 131)**

Luminaires

A series of new incandescent luminaires for Silver Bowl Lamps is now available. Including the Guth Seelux, Seelux Plus, Skoolux and Concealed Indirects, the series features concentric louvers, both semi-indirect and indirect. The luminaires have been planned for low maintenance and high efficiency. **The Edwin F. Guth Co., Dept. CUB, 2615 Washington Ave., St. Louis 3, Mo. (Key No. 132)**

Portable Polisher

Rehabilitation and maintenance of furniture, wood floors and woodwork will be facilitated with the new Model DF Detroit Easy Finisher. This new portable machine has smooth, vibrationless operation in straight-line sanding, rub-



bing and polishing. A new streamlined rear handle provides for one hand operation and an instantly attached front guide handle is furnished with each machine for use on overhead and other work where two hand operation is more comfortable. A new, simple abrasive paper holder permits attaching several sheets at one loading. **Detroit Surfacing Machine Co., Dept. CUB, 7433 W. Davison, Detroit 4, Mich. (Key No. 133)**

Beverage Jug

The new 2 gallon all-stainless steel beverage jug is designed for large quantity beverage distribution. It is equipped with an ice container for cold beverages and is constructed to hold heat or cold for a reasonable length of time. The faucet has a locking device and is designed for fast flow with positive, no-drip shut-off. The jug is of stainless steel throughout except spigot and chromium plated brass cover lock levers. It has a handle for easy carrying and is attractive in appearance. **Landers Frary & Clark, Dept. CUB, New Britain, Conn. (Key No. 134)**

Signaling System



"Chime-Matic" signaling is the name given to the new audio-visual signaling which is now a part of all new Executone fully-intercommunicating stations. It is designed to simplify and speed call origination. A modulated chime and signal light announces the call automatically at the selected station when any button is pressed. The system is fast and efficient and helps reduce operating costs.

The new electronic voice circuits in the new system are engineered for greater clarity. The line is housed in streamlined cabinets, constructed for long wear and designed to harmonize with any interior decoration. **Executone, Inc., Dept. CUB, 415 Lexington Ave., New York 17. (Key No. 135)**

Desk High Super-Files

A new series of counter and desk high 2 and 3 drawer letter and cap sized Super-Files has recently been announced. The new cabinets have self-adjusting divide-a-files and velvolum or steel sectional tops with sectional black recessed bases. Without bases, counter-high files are 2 11/16 inches lower and sectional bases for the desk-high files are 1½ inches. The new cabinets feature the swing front drawer which mechanically adds ample working space each time the drawer is opened. **The General Fireproofing Co., Dept. CUB, Youngstown 1, Ohio. (Key No. 136)**

Photocopy Equipment

A complete photocopy unit, with all component parts, is now available in one movable cabinet occupying only 26 by 16 inches of floor space. The compact unit operates from one electrical outlet and is housed in an attractively styled cabinet, 32 inches high, in autumn gold hamerloid finish.

When the top of the cabinet is opened, the contact printer is ready for instant use. Prints are placed in stainless steel holders and quickly developed and fixed by inserting them in the proper slots. An electric dryer compartment completes the process. The unit is known as the Apeco Cabinet Photo Copier. **American Photocopy Equipment Co., Dept. CUB, 2849 N. Clark, Chicago 14. (Key No. 137)**

Applicator

Made of select quality sheepskin with wool clipped to uniform length, the new 4-in-1 Applicator for applying all types of floor finishes, is so designed that every square inch of the pad may be worn out before replacement is necessary. It has four usable surfaces and is easily put on or taken off the one piece block by simply unscrewing the handle. It cannot scratch or mar surfaces and is designed to get under radiators, low furniture and into other areas. **American Standard Mfg. Co., Dept. CUB, 2505 S. Green St., Chicago 8. (Key No. 138)**

Portable Addresser

The new Heyer Portable Addresser is a small, compact unit for the fast, simple addressing of envelopes. About 250 addresses on a master spirit roll are quickly inserted into the machine, each address being capable of 100 or more impressions. Fluid is stored in an easy-to-fill cartridge wick which stays wet for a full run. One smooth motion applies fluid to the envelope or card and prints the address. The new machine is low in price and easy to operate and maintain. **Heyer Corp., Dept. CUB, 1850 S. Kostner Ave., Chicago 23. (Key No. 139)**

Television Receiver

The Spellman Imperial Television Receiver has been especially designed for large audiences such as those in classrooms or auditoriums. It projects a bright, sharp, brilliant picture for projection television with no dim areas or fuzzy images. It can be used under any light conditions and features a giant Schmidt Mirror in solid cast housing, regulated power supply, automatic cut-out relay for tube protection, remote control operation and an attractive, modern cabinet. **Spellman Television Co., Inc., Dept. CUB, 130 W. 24th St., New York 11. (Key No. 140)**

Wardrobe Cabinet

A newly designed steel wardrobe cabinet has recently been introduced. Built with rounded corners to prevent clothes catching, the cabinet has one shelf and coat rod the full width of the cabinet. Double doors of 20 gauge cold rolled steel have pan reinforcement, each with separate chromium plated handles. A paracentric lock controls the 3 point locking system. The wardrobe is available in 66, 72 and 78 inch heights, in green, gray, brown, white or special colors in baked enamel. **Aurora Steel Products Co., Dept. CUB, Aurora, Ill. (Key No. 141)**

Product Literature

- Special operating hardware is featured in the new **Catalog K396**, Eighth Edition, recently published by P. & F. Corbin Division, the American Hardware Corp., New Britain, Conn. The 50 page catalog contains complete information covering a variety of P. & F. Corbin developed products with all data necessary to meet specifications. **(Key No. 142)**

- Designed to be a valuable help in solving washing, cleaning and other maintenance problems, the new **1950 Handy Soap Buying Guide**, published by Colgate-Palmolive-Peet Co., 105 Hudson St., Jersey City 2, N. J., presents a complete résumé of the company's line of soaps, synthetic detergents, cleansers, washing powders and bar and dispenser soaps, including product descriptions, packs, sizes and units available and other helpful information. **(Key No. 143)**

- Problems involved in the flexible division of interior space are discussed and solutions offered in the **Mills Movable Metal Walls Catalog No. 50** recently issued by The Mills Company, 975 Wayside Rd., Cleveland 10, Ohio. The book presents a clear exposition of the many advantages of movable walls, their structural stability, architectural design, adaptability to changing space needs, soundproofing, low maintenance requirements and other points. The catalog is fully illustrated with photographs, diagrammatic drawings and charts and contains specification data. **(Key No. 144)**

- "How to Select an Acoustical Material" is the title of a new 16 page booklet published by Armstrong Cork Co., Lancaster, Pa., to acquaint executives and architects having problems of sound and its control with the use of the proper acoustical material. It is written in non-technical language and discusses both acoustical correction and noise-quieting. An interesting feature is the section on "Installation Methods." **(Key No. 145)**

- A full color folder illustrating many typical installations and pattern designs of **Fremont Rubber Tile** has recently been issued by the Fremont Rubber Co., 105 McPherson Highway, Fremont, Ohio. **(Key No. 146)**

- The new **Reference Handbook and Catalog No. 50** issued by J. A. Zurn Mfg. Co., Erie, Pa., contains mechanical and specification material, construction details, dimensional drawings and installation recommendations on when and how to install wall type plumbing fixtures and wall type closets. Data on the complete line of Zurn engineered carriers for wall type lavatories, urinals, water closets, service sinks and similar fixtures are included. **(Key No. 147)**

- The advantages of flat slab type construction are discussed in a bulletin recently issued by the Smooth Ceilings System, 802 Metropolitan Life Bldg., Minneapolis 1, Minn. Charts and diagrams illustrating this type of construction are included in the bulletin as well as a table of design data and a table of comparative strength and stiffness of Smooth Ceilings System floors. **(Key No. 148)**

- The advantages of posture seating are discussed in a new booklet on "Aluminum Posture Chairs," No. FF-116, recently issued by Remington Rand Inc., 315 Fourth Ave., New York 10. The 22 page booklet, printed in colors, contains full catalog data on the posture chairs that are adjustable 5 ways, and stresses economy of these chairs and how they minimize fatigue. **(Key No. 149)**

- **Bulletin No. 639D on Dunham Baseboard Radiation** is an attractive 16 page booklet printed in 2 colors and issued by C. A. Dunham Co., 400 W. Madison St., Chicago 6. It contains complete ratings and all engineering data necessary to determine radiation sizes and piping design as well as photographs of actual installations of this type of radiation. **(Key No. 150)**

- An illustrated folder, "Goodall Presents Extensive Line Additions," has been issued by Goodall Fabrics, Inc., 525 Madison Ave., New York 22, to show the new 1950 line of fabrics recently brought out. The line consists of 21 hand printed designs in 125 color combinations and 9 new upholstery weaves with 129 colorations. The patterns are available on 4 basic cloths: Goodall's new casement fabric; a rayon and mohair cloth; the linen-like Aristo cloth and Angora Satin. The folder illustrates 23 new numbers. **(Key No. 151)**

- How the Vogt Tube-Ice Machine helps solve the ice problem is told in **Bulletin TI-3, "Vogt Automatic Tube-Ice Machine,"** issued by Henry Vogt Machine Co., 1000 W. Ormsby St., Louisville 10, Ky. Subjects covered in the bulletin include how you save with the Tube-Ice Machine, how the Tube-Ice Machine makes two kinds of sized Vogtice, the process and operation of the machine and its uses. **(Key No. 152)**

- "Upholstering With Latex Foam—America's No. 1 Cushioning Material" is the title of a new booklet issued by the Natural Rubber Bureau, 1631 K St. N. W., Washington 6, D. C. The booklet is fully illustrated and gives complete details on the features of latex foam, its varied uses in upholstery work, the forms in which it is available, methods of application and list of manufacturers. **(Key No. 153)**

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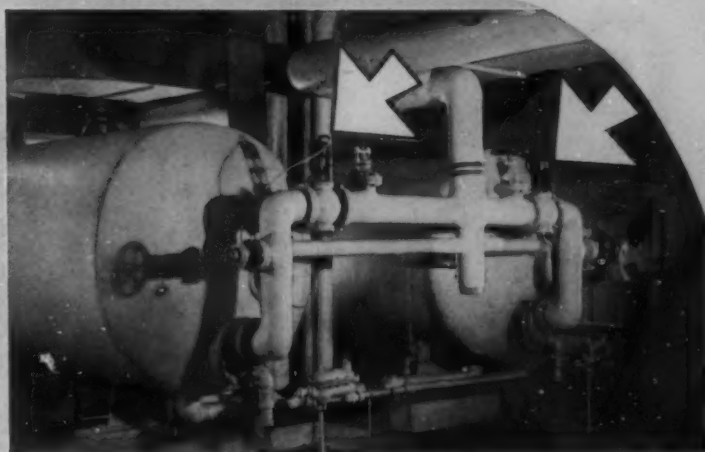
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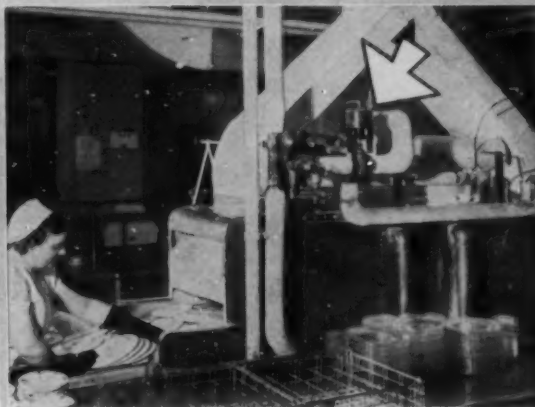
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Above: STEAM TABLE—Center: DISHWASHER—Right: COFFEE URN—all at Marshall Field & Co.



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Below: DISHWASHER—both at Marshall Field & Co.



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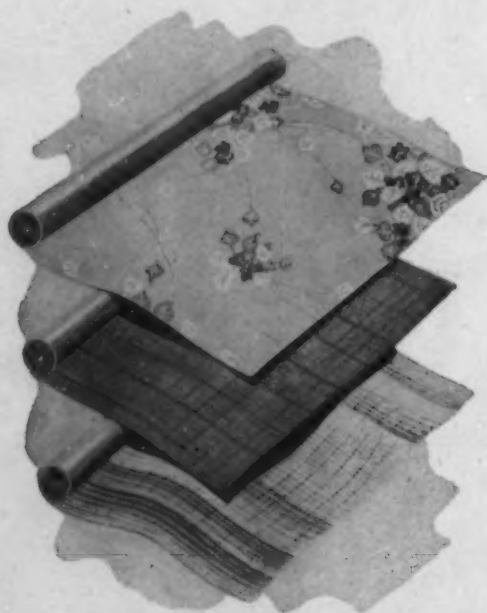
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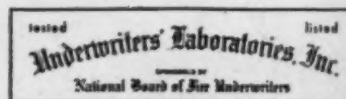
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